

**ASSESSMENT OF WORK-LIFE BALANCE ON ORGANISATIONAL  
PERFORMANCE: EVIDENCE FROM NURSING MOTHERS IN NIGERIA**

Research dissertation presented in partial fulfilment of the requirements  
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**Date of submission: 28/08/2020**

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Submitted for the degree of: **MSc in International Business Management** is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

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## **DEDICATION**

I dedicate my dissertation work to my late Uncle, Godiel Nwokoro. A special feeling of gratitude to my loving parents and sibling whose words of encouragement and push for tenacity ring in my ears. My sisters Allswell and Somie and brother George have never left my side and are very special.

I also dedicate this dissertation to my many friends and church family who have supported me throughout the process. I will always appreciate all they have done, especially for helping me develop my communication skills, and my Supervisor, Catherine Rossiter for the many hours of proofreading, and Justin Keogan for helping me to improve my research skills t.

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## **ABSTRACT**

The objective of this study was to investigate the impact of work-life balance on organisational performance drawing evidence from nursing mothers in Nigeria. Work-life balance involves the ability of an employee to manage both work and personal life responsibilities without one being in conflict with the other. Work-life balance is essential as it increases job satisfaction, enhances employee productivity and reduces employee turnover. The study thus attempted to investigate how work-life balance has been able to enhance the productivity of nursing mothers. The study adopted the qualitative research methodology, which collected data through the use of interviews, interviews were conducted with seven (7) nursing mothers across different organisations in Nigeria. Interviews were analysed using the thematic process which groups findings under a particular theme. Findings of the study revealed that the ability to manage work and life responsibilities were essential to organisational performance, as without a positive work-life balance an employee becomes dissatisfied, unproductive and inefficient. The research also discovered that stress and pressures were significantly minimised through good work-life balance, this enhances the mental capabilities of employees thereby increasing their productivity and subsequently leading to better achievement of organisational goals. Therefore, the research recommends that management of organisations put in place policies such as work-leaves, flexible working hours, working from home, work breaks etc to enable nursing mothers achieve better work-life balance.

## TABLE OF CONTENTS

### Contents

TITLE PAGE .....	<b>Error! Bookmark not defined.</b>
<b>CANDIDATE DECLARATION</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>iv</b>
<b>ABSTRACT</b> .....	<b>v</b>
<b>TABLE OF CONTENTS</b> .....	<b>vi</b>
<b>LIST OF TABLES AND FIGURES</b> .....	<b>ix</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1. Research Overview .....	1
1.2. Research Purpose .....	3
1.3. Research Questions .....	3
1.4. Research Objectives .....	4
1.4. Justification of the Study .....	5
1.5. Scope of the Study .....	5
<b>CHAPTER TWO</b> .....	<b>7</b>
<b>LITERATURE REVIEW</b> .....	<b>7</b>
2.1. Overview .....	7
2.2. Conceptual Reviews .....	7
2.2.1. Work Life Balance .....	7
2.2.2. Organisational performance .....	10
2.2.4. Employee Productivity .....	12
2.2.5. Work-Life Balance and Employee Productivity .....	12
2.2.6. Employee Turnover .....	13
2.2.8. Organisational Policies to enhance Work-Life Balance .....	15
2.3. Theoretical review .....	17
2.3.1. Border theory .....	17
2.3.2. Spill-Over Theory .....	18
2.4. Empirical Review .....	20
2.5. Conceptual Framework .....	21
2.6. Conclusion .....	23

<b>CHAPTER THREE.....</b>	<b>25</b>
<b>RESEARCH METHODOLOGY.....</b>	<b>25</b>
3.1. Overview .....	24
3.2. Research Philosophy .....	25
3.3. Research Approach.....	27
3.4. Research Strategy .....	28
3.5. Research Time-Frame .....	29
3.5. Sources of Data .....	29
3.5.1. Primary Data .....	30
3.5.2. Secondary Data .....	30
3.6. Participants of the Study .....	30
3.7. Sampling .....	31
3.8. Instrument for Data Collection .....	31
3.9. Method of Data Collection.....	32
3.10. Methods of Data analysis .....	32
3.11. Validating the Research Instrument .....	33
3.12. Ethical Consideration .....	33
3.13. Conclusion .....	34
<b>CHAPTER FOUR.....</b>	<b>35</b>
<b>ANALYSIS AND DISCUSSIONS .....</b>	<b>35</b>
4.1. Overview .....	35
4.2. Analysis of Findings.....	37
4.2.1. Research Objective One: To Critically Examine How If at All Employee Productivity of Nursing Mothers in Nigeria Is Affected By Negative Work-Life Balance .....	36
4.2.2. Research Question 2: To Empirically Investigate the Impact of Work-Life Balance on Employee Turnover Rates Amongst Nursing Mothers in Nigeria.....	39
4.2.3. Research Objective Three: To Critically Evaluate Work-Life Balance Policies and Its Impact on Job Satisfaction Amongst Nursing Mothers in Nigeria .....	43
4.3. Overall Discussion .....	47
<b>CHAPTER FIVE.....</b>	<b>49</b>
<b>CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH, ITS LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH .....</b>	<b>49</b>
5.1. Implications of The Research Findings on The Research Objectives .....	49
5.1.1. R01:. To Critically Examine How If at All Employee Productivity of Nursing Mothers in Nigeria Is Affected by Negative Work-Life Balance .....	49

5.1.2. R02 : To Empirically Investigate the Impact of Work-Life Balance on Employee Turnover Rates Amongst Nursing Mothers in Nigeria .....	50
5.1.3. R0 3: To Critically Evaluate Work-Life Balance Policies and Their Impact on Job Satisfaction Amongst Nursing Mothers In Nigeria.....	50
5.2. Contributions and Limitations of the Study .....	51
5.3. Recommendations for Practice .....	52
5.4. Recommendations for Future Research .....	53
5.5. Overall Conclusion and Reflections.....	53
References .....	55
Appendix A: Plain Language Statement .....	A
Appendix B: Consent Form .....	C
Appendix C: Interview Questions .....	D
Appendix D: Transcribed Interviews .....	F
Appendix E: Work Institute Report .....	J



## LIST OF TABLES AND FIGURES

Table 1. Interpretivism Research Philosophy. ....	26
Table 2. Participants Biodata.....	35
Table 3. What does Productivity Mean to You? .....	36
Table 4. Does your ability to manage work and life roles affect your productivity? If Yes how if no why? .....	37
Table 5. How flexible is your work role? .....	40
Table 6. Does your work offer you enough opportunity to meet family roles? .....	40
Table 7. How has your work roles conflicted with family roles? .....	41
Table 8. If you were offered a better job with better working conditions will you take it? .....	41
Table 9. Is your answer in the above related to how well you are able to manage your work and family roles? .....	42
Table 10. What policies are put in in your workplace that enables you manage both work and life roles? .....	43
Table 11. How has these policies affected your ability to meetup with job roles? ..	44
Figure 1. Benefits of Work-Life Balance, .....	2
Figure 2. Border Theory.....	17
Figure 3. Spill Over Theory .....	19
Figure 4. Conceptual framework.....	22
Figure 5. Research Methodology Onion Layer .....	24
Figure 6. Inductive Approach .....	28
Figure 7. Cross-sectional time-frame.....	29

## **CHAPTER ONE**

### **INTRODUCTION**

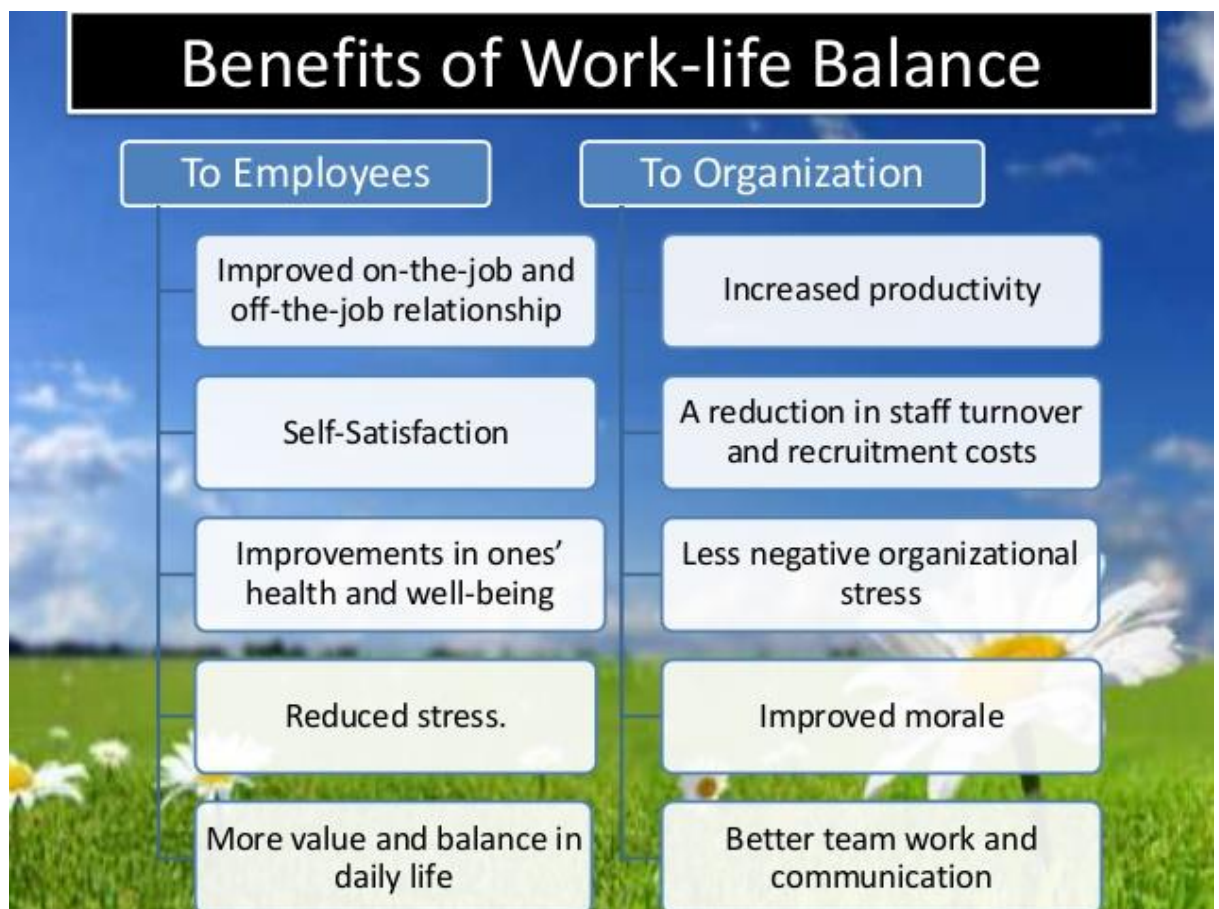
#### **1.1. Research Overview**

Work-Life balance has become an increasing area of research since the industrial revolution, this is because workers are prompted to seek jobs while trying to maintain an active social life (Rani, 2011). This creates two areas where the employee's attention is needed; the workplace (where he earns a living) and life (which consists of family, relationships and other social interactions outside the formal work environment). The ability to create a balance between two is imperative for both the employee and the organization. Research has shown that negative work-life relationships can negatively affect the employee and the organisation. Bakker and Demerouti (2009), explained that negative work-life imbalances can result in low productivity, low employee retention, low level of motivation and morale, low-performance level, increased absenteeism and increased number of grievances. On the other hand, Barnett and Hyde (2001), noted that imbalance in work-life relationship deteriorates the health and work performance of employees. As a result, contemporary workplaces are compelled to create a work environment that balances the employees' work and life. Bellavia and Frone (2005), explains that when employees perceive that their employer is supportive, concerned about their social life and not only their industrial performance, it creates effective commitment, similarly Bakker and Demerouti (2009), in their study noted that 76% of individuals in the United States (US) noted that they were satisfied with their jobs because it enables them harmonise workplace and family needs.

Organizational Productivity refers to how organizations can produce their desired results with a minimum expenditure of time, energy and resources, it also refers to the effectiveness and efficiency of organisations in terms of reduction in cost and increase in profit (Torrington, Hall, Taylor, et al (2009). It is a central goal of all organisations to be productive and one major factor that influences productivity is the satisfaction and commitment of employees. Work-Life balance ensures the

satisfaction and commitment of employees (Cinamon and Rich, 2010). The relationship between Work-Life Balance and organisational performance has been established by various research Harris (2001), discovered that Work-Life- Balance was significant to organizational productivity as it enables employees to put in their best efforts to work resulting in greater job completion, Bakker and Demerouti (2009), noted that companies that effectively ensure work and life balance amongst its employees were able to achieve more work with less staff. Further Au and Ahmed (2014), noted that the introduction of an initiative such as flexible working hours, leave policies, alternative work arrangement, employee assistance program and compensation packages were essential in balancing Work and Life areas of employees hence increasing organizational productivity. The importance of work life balance to employees and organization is depicted in fig 1.

**Figure 1. Benefits of Work-Life Balance, Source: Massum (2016)**



## **1.2. Research Purpose**

In 2019, there were 59.5% of women working in Nigeria (NBC, 2019), one-third of these women were expected to become mothers in the next 4-5 months, this significantly means that 19.6% women were likely to become mothers, this raises the issue of how nursing mothers can cope with pressures associated with work while maintaining their families. Barnett and Hyde (2001), discovers that most nursing mothers undergo stress at the workplace as they try to manage professional and home responsibilities. The lack of work flexibility, long hours of work and high work pressure are potential sources of stress which affect nursing mothers and further can reduce their performance on the job. Nigeria holds a non-discrimination due to pregnancy or parental status work policy, therefore companies cannot layoff nursing mothers due to their condition, companies are forced to retain nursing mothers while productivity may reduce and affect organisational performance, as a result, several questions bordering on the level of turnover amongst nursing mothers, managements behaviours to cope with nursing mother and finally the impact of work-life balance of nursing mothers on organisational performance. The following are questions that have not been answered by previous studies, as such the topic of the interest in this dissertation is Assessment of Work-life Balance on Organisational performance: Evidence from Nursing Mothers in Selected firms in Nigeria.

Therefore, the purpose of this study is to assess the impacts of work-life balance on organisational performance using nursing mothers as a case study, by so doing the research will critically answer questions not answered by previous research such as how work-life balance affects the productivity of nursing mothers, level of turnover amongst nursing mothers and how management tackles issues relating to nursing mothers.

## **1.3. Research Questions**

The following are the research questions:

- i. How is employee productivity of nursing mothers in Nigeria affected by negative work-life balance?

- ii. What is the impact of work-life balance on employee turnover rates amongst nursing mothers in Nigeria?
- iii. What is the impact of work-life balance policies on job satisfaction amongst nursing mothers in Nigeria?

#### **1.4. Research Objectives**

The research objective is drawn from the works of Bakker and Demerouti (2009); Barnett and Hyde (2001), who explain that nursing mothers are usually faced with the challenges of balancing work and family. The inability to balance work and life leads to conflict, stress, job turnover, and dissatisfaction, they further noted that increased workload on nursing mother's causes job dissatisfaction, which leads to reduce involvement in work responsibilities which further reduces employee productivity and affects organisational performance. Bellavia and Frone (2005), explained that when employees cannot balance work and life, they are less willing to display an unlimited commitment to the organisation. Due to this, Barnett and Hyde (2001), have researched and discovered that some companies create certain policies that enable nursing mothers to effectively balance their work-life such as maternity leaves, reduced work hours, flexible working hours etc. Also, in the view of Cinamon and Rich (2010), employees adopt certain strategies that aid them to cope with family life and work responsibilities hence improving their job performance and organisational performance. A combination of the two scholarly views is what informs the central objective of this study which is; to assess the impacts of work-life balance on organisational performance using nursing mothers. The research also intends to discover how the ability or inability of nursing mothers to balance both work and life roles can affect their productivity levels. The research objectives are further broken into;

- i. To critically examine how if at all employee productivity of nursing mothers in Nigeria is affected by negative work-life balance
- ii. To empirically investigate the impact of Work-life balance on employee turnover rates amongst nursing mothers in Nigeria.
- iii. To critically evaluate work-life balance policies and its impact on job satisfaction amongst nursing mothers in Nigeria

#### **1.4. Justification of the Study**

This study is critical in discovering the impacts of work-life balance on organisational performance, as Cinamon and Rich, (2010), discovered that employees will be more productive in jobs that limit stress, reduce conflict between work and life and allows for employee personal development. Likewise, Harris (2001), noted that when employees are not able to balance work and life it creates pressures, tensions, and stress that stream from personal life which can rebound on the employee and affect his/her productivity and also the performance of the company. Despite these findings, most scholars focused on characteristics of employees in different workplaces, none focused on nursing mothers. This leaves a tangible gap that needs to be filled especially in Nigeria where the rate of nursing mothers is gradually appreciating (Eze, 2018).

As such, This study seeks to address the impacts of work-life balance on organisational performance focusing on nursing mothers, The focus on nursing mothers will add to existing literature on work-life balance as there are scarce academic documents that discusses how nursing mothers balance work responsibilities and family duties, furthermore, the study will provide new insights as to how nursing mothers can effectively balance work and life thereby increasing employee productivity and organisational performance.

Managers and employers stand to benefit from this research as they will be informed on how work stress and pressures affect organisational performance; the research also provides recommendations on how work-life balance can be improved. The study further makes a general conclusion on how workplaces should treat employees in order to increase organisational performance.

#### **1.5. Scope of the Study**

This study relates to human resource management (HRM), which involves how the human resource elements of an organisation can be properly administered for better effectiveness and productivity. Thus, the research revolves around different elements of HRM, especially those that relate to work-life balance. Furthermore, relevant materials, documents, theories, and concept were gotten from

organisations and scholarly publications that deal with HRM techniques, procedures, and frameworks. The research also revolves around different working sectors, as participants of the study were drawn across different work sectors, this was to enhance the diversity of data needed to achieve the research objectives.

## **1.6. Outline of the Study**

This study is sub-divided into five (5) chapters which are;

Chapter one, provides the introduction of the study, this adequately states the overview, purpose, research questions and objectives of the study. This chapter is essential as it provides the foundational framework for the study and explains what the researcher intends to achieve

Chapter two consists of the Literature review, which is an in-depth critique and analysis of past research. The essence of this section is to breakdown the variables of the study into measurable units that enables the researcher to draft a standard and robust conceptual framework. The literature review looks at issues relating to work-life balance and organisational performance

Chapter three consists of research methodology which offers philosophical, strategical and procedural frameworks for data collection and analysis. The research methodology outlines the blueprint which enables the researcher to empirically arrive at objective findings and conclusions

Chapter four presents and analyses the data based on the thematic process. Themes were discovered in relation to the research objectives. Chapter four also makes use of secondary data to support findings therefore making discussions clearer and credible

Chapter five, provides the implications of the research findings on the research questions, thus making room for recommendations for further research and practice. This chapter also contains the contributions and limitations of the study and concludes the entire research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Overview**

This section contains the literature review of related concepts used in the study. The literature review is done with the intent of delineation of basic concepts into measurable variables. As such the major concept i.e. Work-life balance and organizational productivity are critically reviewed based on scholarly works and peer-reviewed reviews. The literature review is also done to identify gaps, and grey areas within existing research that can be filled by the current study. The literature review is subdivided into four basic sections; Conceptual Review, Theoretical Review, Empirical review and the Conceptual framework.

#### **2.2. Conceptual Reviews**

##### **2.2.1. Work Life Balance**

Work Life balance (WLB) is one of the simplest concepts to define in the field of Human Resource management this because despite various definitions they all point to one direction

Kalliath and Brough (2008), defined WLB as the individual's perception that non-work and work activities are compatible and can be organised in a way that promotes growth in accordance with individual life desires and priorities. This definition sees WLB as perceptions individuals have as they fulfil different and competing roles. Grywacz and Carlson (2007), on the other hand sees WLB as the achievement of work and family-related expectations without causing a conflict between them. Voydanoff (2008), posits that WLB is the global assessment which notes that work and family demands can actively be met by work and family resources and an individual is effective in both domains. To the three scholars work-life balance shows a degree of compatibility and harmony between work and life, thus WLB can be said to be the ability of a worker to meet his/her expectations within work and life spheres.



For a better understanding, Greenhouse, Collins, and Shaw (2003) gave 6 different definitions which explains WLB;

- i. WLB reflects the individual achievement of work and life roles.
- ii. Reflects the extent which an individual achieves satisfaction from his/her work and family roles
- iii. Achieving satisfaction in all domains of life without causing conflicts amongst them
- iv. The compatibleness of an individual's work and office roles with that of his life and family roles and the extent to which he derives satisfaction from them.
- v. Low levels of work and life role conflicts and higher compatible in work and life roles which contribute to higher performance in work and life responsibilities
- vi. WLB measures the control of individuals over where, when and how they work.

Hughes and Boziones (2007), noted that work-life balance in its simplified sense refers to the extent of participatory satisfaction and fit between the numerous roles in person's life. It has to do with the balanced relationship and interaction between work task, paid jobs and other activities and personal development, leisure, unpaid family and community duties. His definition of WLB is similar in content with that of Greenhaus, Collins and Shaw (2003), which evidently means the extent to which a person is equally engaged and is equally satisfied with both family and work roles. WLB in scope has to do the relations between work and family and how a worker is able to manage both without resulting in conflict.

Rani (2011), noted that the term WLB is a more practical term which involves all the comprehensive policies put in place to ensure that work is "family-friendly" however it has been expanded beyond the level of just family to include all elastic working arrangements that allow both parents and non-parents manage personal and professional responsibilities. WLB does not mean or signify that time is equally shared or balanced between work and personal life however it refers to the ability of an individual to meet up with the responsibilities of both sectors.

Due to financial pressures many employees experience difficulty in managing work and family responsibilities, Bird (2010), noted that this is not due to poor time management but due to the fact that a good part of the time spent by employees is in essence not really their time, as it is taken by their employers, employees spend most times at work therefore leaving very little for family and personal affairs. This is in line with Small Business trend research (see Appendix B) which noted that 66% of Americans stated that they could not balance their work and life as most of their time was spent on work.

Bell, Rajendran and Theiler (2012), however noted that WLB varies across individuals and its peculiar to the nature of jobs which employee carry out, a person with a fixed job may have a lesser WLB than a person with an unconventional job. As such this leads to varying degree of WLB amongst different employees, as one person's WLB today may be different tomorrow based on the reservations and duty.

Rani (2011), further noted that WLB changes due to situations employees face, as such WLB will be dissimilar at marriage, childbearing, child training, starting a new career and retirement. Hence there is no perfect WLB amongst individuals or a universal WLB that should be sought for because WLB is dependent on the priorities and diversities of experiences individuals face. However, there are two significant components that must be applied if a person should be termed as having a good WLB these are Achievement and Enjoyment.

In relation to the above Greenhaus, Collins and Shaw (2003) noted that to achieve a good WLB in both career and non-career roles, an individual must have three basic balances which involve the following:

- i. Time Balance:** Sparing time to achieve both work and life roles
- ii. Commitment Balance:** Displaying psychological commitment to both work and life roles
- iii. Content Balance:** Achieving work and life responsibilities and being pleased with the achievements.

From the above definitions, WLB is the level of control and satisfaction an individual has over his work responsibilities and his life responsibilities. For WLB to be

achieved, therefore, Work and Life must be compatible without existing conflicts or one suffering at the expense of the other.

The importance of WLB makes it an imperative for organisations to adopt means to ensure workers actively balance their work and life activities.

### **2.2.2. Organisational performance**

The English dictionary has produced an idea definition of productivity which is based on the outcome, goal achievement, quality and less of efficiency and effectiveness. To the Webster English dictionary productivity refers to the good result obtained by an athlete of some kind of special achievement attained in a specific field of activity. This implies that productivity itself is a positive term which entails the achievement of positive goals or objectives.

Organisational performance therefore means the achievement of goals of an organization, this definition relates more to Brady, Cronin and Brand (2002), who noted that organisational performance means the achievement of goals based on enterprise orientations and objectives. Their definition thus notes a convergence between objectives or orientations and achievement. As such he noted that for organizational performance to be place, there must be a relationship between objectives set by the organization and the achievement of such objectives.

Brown and Caylor (2009), mentioned that organisational performance is future-oriented, and it reflects the particular goals organisations have set in relation to products or services. To them, a successful business is mainly characterized by the achievement of goals set by the management regarding sales of products and services. Brown and Caylor's explanation of organisational performance thus means that an organisation must be performing well in sales of its products or services. They also noted that productivity could be positive or negative based on sales recorded by the organisation.

According to Burke and Litwin (2001 cited in Celik, 2010), productivity is an objective phenomenon which could be measured and assessed based on products, consequences, effectiveness, efficiency, equity, equilibrium. He noted that organisations which display a positive measurement in the aforementioned variables is productive.

According to Celik (2010), Organisational performance is a difficult term to define because of multiple meanings. They further noted that organisational performance is the extent to which organisations working in a social system fulfil their objectives. The fulfilment of objectives is evaluated using the people, work performed and organisational culture.

Bourne, Kennerley, and Franco-Santos, (2005), on the other hand, sees organisational performance in light of achievements, thus they define it as financial and non-financial indicators that provide information regarding the level or degree of achievement of organisational objectives. They also note that organisational performance is the ability of an organisation to exploit its environment to achieve its objectives.

Maltz, Sher and Reily (2003 cited in Bourne, Kennerley and Franco-Santos, 2005), noted that organisational performance is better measured than defined, it is significantly measured through financial and non-financial performance

**i. Financial Performance:** According Bescos and Cauvin, (2004), financial performance involves the fulfilment of the economic objectives of the organisation. It is also the degree in which an organisation can generate profit and maximise shareholder value. He notes that to measure financial performance, researchers mainly use accounting-based measures such as Sales Growth return on assets (ROA), Profitability, Return on Sales (ROS), Return on Equity (ROE).

**ii. Non-financial performance:** According to Kates and Galbraith (2007 cited in Celik, 2010), these indicators exist in areas other than financial results but are quantifiable, this includes; customer satisfaction and retention, market share, employee productivity, efficiency, operational effectiveness, reputation, branding, employee turnover and quality. He further explained that these non-financial

indicators are important because several interest groups are related to the organisations or business hence, they all have particular goals and expectations. Also, some strategic business achievements are not necessarily financial in nature. As such non-financial performance cannot be neglected.

A high level of performance in both financial and non-financial performance gives a business a positive organisational performance.

For this study, two basic variables of organizational performance are pertinent, which are employee Productivity and Employee Turnover

#### **2.2.4. Employee Productivity**

According to Celik (2010), employee productivity entails the assessment of the effectiveness and efficiency of an employee or group of employees especially in relation to their output of work within a specific period of time. The standard way of calculating the productivity of an employee is to calculate the average work of the employee in relation to other employees doing a similar work.

Brown and Caylor (2009), however noted that productivity of employees are not just concerned with meeting up with their duties or task, however are concerned with the total success of the organisation. Hence, a productive employee relates with customers well, achieves task with less cost, adheres to organisational rules, gives a positive impression of the organisation and relates well with other staff. Due to the importance of employee productivity, employers often make good policies to ensure their staffs are productive.

#### **2.2.5. Work-Life Balance and Employee Productivity**

According to Breitenacker and Shah (2018), a good Work-Life-Balance is essential for productivity, as being able to manage both work and life responsibilities effectively limits the amount of stress experienced by an employee therefore increasing his/her productivity, this is further buttressed by Huang , Ahlstrom, Lee et al (2016), who explained that there is a strong correlation with stress and reduced productivity as employees who were always stressed up had a dis-balanced mind-set and an inability to use their skills properly, this ends up crippling their

productivity. Johari, Yean and Tjik (2018). Noted that employees who were unable to meet up with both work and life responsibilities developed resentment to their work, due to their inability to meet up with task and deadlines. Healthy work-life balance however helps to remove the overwhelming effect of stress thus limiting pressures and enhancing productivity.

Furthermore, a survey conducted by the American Heart Association (2018), revealed that work related factors were the major causes of mental health amongst employees, with 61% being affected in 2018, the survey further explained that mental health was a major product of stress and pressures from the workplace which have the capability of hampering the productivity of employees. Joo and Lee (2017), also noted that a proper Work-Life Balance significantly improved mental health and wellbeing. Further reducing absenteeism, poor decision-making, loss of concentration and increasing employee productivity.

#### **2.2.6. Employee Turnover**

Abassi and Holman (2000), noted that employee turnover refers to the degree of rotation of workers within the labour market, occupations, firms and jobs and the difference between the state of employment and unemployment. Abassi and Holman (2000), also noted that employee turnover refers to the ratio number of individuals who have exited an organisation and divided the average number of people in the organisation within a specific period. Managers often look at Employee turnover as the process of hiring to fill a vacant position made vacant either by voluntary exit by the staff or involuntary exit by retrenchment. On the total, employee turnover reflects the number of workers who exit an organisation at a given period of time (Simon and Kristian, 2007).

There are several reasons why employees leave organisations, According to the Work Institute Retention report (2019) (see Appendix E: Page J ), Work life balance was the second reason why employees quit their jobs with 12.6%, most employees noted that their work was not giving them the appropriate schedules to take care of their personal matters. This led to stress thus they decided to quit.

Employee turnover is expensive from the organisational point of view, as it cost the company more to recruit and train a staff than to maintain an existing staff as Celik (2010), noted that employee turnover cost an organisation 10 times more in value in rehiring another staff. The huge impacts of employee turnover thus result in employers taking adequate steps to reduce employee turnover.

From the foregoing it has become imperative for managers to seek better ways to ensure that workers actively balance their work and life, as it can significantly affect the organizational performance of a firm, as seen, a mark of organizational performance is employee productivity, employee productivity can only be achieved when employees can carry out activities without stress or concerns emanating from private lives (Greenhouse, Collins, and Shaw, 2003). Further, when employees are able to balance their work and life responsibilities it makes them more emotionally stable thereby enhancing their productivity as they put their best effort to work and reducing the chances of exiting the organisation. Likewise, Bakker and Demerouti (2009), noted that companies which created policies that enabled employees to balance their work and life, where more productive, as employees were more inclined to greater, efficient job completion and less turnover.

#### **2.2.7. Work-Life Balance and Employee Turnover**

Work-life balance has been a significant reason why employee quit their jobs, as noted by the Work Institute Retention report (2019) (Appendix E), that absence of an effective work-life balance was the second reason why employees leave their job. Building on this, Fapohunda (2014), expressed that workers who were stressed due to absence of work-flexibility, increased pressure at work and working long hours, debar employees from giving their best to task, this consequently influences their decision to exit such organisations. Furthermore, the inability to appropriately balance official duties and personal life responsibilities, creates frustration amongst employees leading to resignation. This is why Bakker and Demerouti (2009), explains that pressures, frustration and stress consequently lead to a less sense of value amongst employees further propelling their exit from an organisation.

### **2.2.8. Organisational Policies to enhance Work-Life Balance**

Giving the importance of WLB on organizational performance, managers have devised several ways to ensure staff maintain quality work-life balance.

Greenhaus (2009), noted that organisations implement various work-balance initiatives which play an important role in assisting employees create a better synergy between work and family responsibilities, help improvements in wellbeing and provide benefits for the organisations, most of such initiatives were known as family friendly initiatives which included job sharing, flexible working hours, part-time work, parental leave, compressed working weeks, on-site child care facilities, and telecommuting.

Fapohunda (2014), noted that while deciding which policies to implement to ensure that employees effectively balance work and life, organisations had an array of options to choose from, she noted that the most used was job sharing, in which two people shared one job, this ensure that the hours a person spends on that job is significantly reduced, thus giving more time for other things. She also expounded that job sharing had to do with the split of hours, payments, and benefits. Each worker performs the job on a part-time base, this allows them to enough time to attend to family or personal life activities and achieve a considerable degree of work-life balance.

Hartel (2007 cited in Fapohunda, 2014), noted that organisations also make use of technologies and modern communications systems to WLB. Using technologies employees can carry out their jobs without having to be in the office. This act is referred to as telecommuting. Employees work from home or use satellite offices and centres within convenient vicinities. These allows employees to perform work task as well as carry out non-work related functions, employees work for some time and then take care of personal duties. Sophisticated technologies have made it possible for 26 employees to work as a team without being in the same area,



technologies such as the internet, computers, emails, and mobile phones has enabled the completion of several task without the physical restriction of the office.

Kim and Wiggins (2011), explains that one reason that workers have not been able to manage work and life responsibilities is due to much workload, according to them workers constantly expressed anxiety over workloads hence they are compelled to finish work before spending time with their family. The inability of workers to balance work and life often leads to mental and physical pressures which results in health deterioration of workers. Hence, Lee and Hong (2011) and Wang, Lawler and Shi (2011), noted the importance of implementing family-friendly work policies, to them, these policies aided in stress and pressure reduction leading to satisfaction, morale and retention and productivity. Kaspin, Gorman and Miller (2013), also noted that implementing family friendly work policies was also of benefit to the employers, they noted in their research that there has been a rising cost of health care services in the United States of which employers are responsible for paying for health services of their employees, thus it was more prudent and cost efficient for employees to set measures to prevent workers from falling sick than to treat them. For this reason thus, another way management can attain work-life balance was to sponsor wellness programs to improve health of their workers. Baicker, Cutler and Song (2010), noted that the cost of sponsoring health programs for employees was far less than cost for payment of health services, this was proven in their meta-analysis critical research that discovered that medical cost of organisations fell by \$ 3.27 per employee once wellness programs were put in place. Their research further proves that adoption of wellness programmes were more beneficial and essential to budgets of organization.

In the same vein, Naidu and Ramesh (2011), noted that managers were increasing the number of wellness programmes provided in their organisations. An approximate of 90% of large organisations provide at least two types of wellness programmes such as behavioural health and lifestyle management. Neely (2012), also noted that small organisations also adopt wellness programmes. In general, an approximate of 65% both large and small organisations adopt wellness programmes. Wellness programmes are part of strategies by which managers can

aid employees achieve work-life balance, thereby increasing employee's health, improving morale, and boosting productivity.

## **2.3. Theoretical review**

### **2.3.1. Border theory**

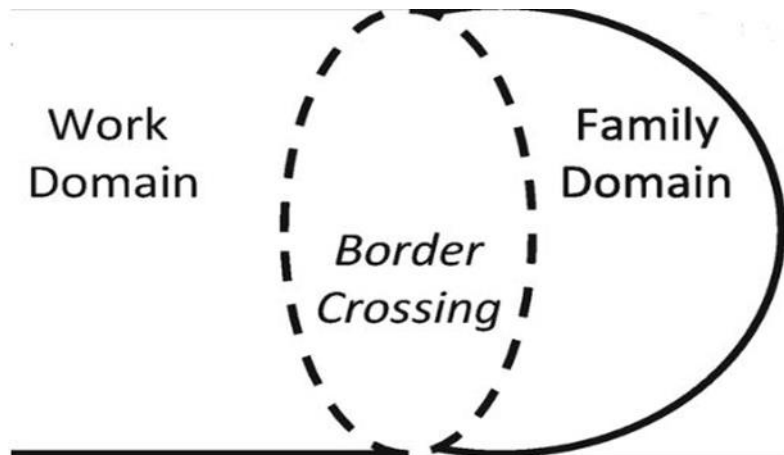
This theory was developed as a criticism of two other theories of WLB (spill-over and Segmentation theory). The theory's basic idea is that individual has roles, and each role takes place between a specific domains of life, these domains are further separated by borders which may be physical, psychological or temporal. According to the theory cross border between domains is achievable especially between domains of work and life. The level of flexibility and permeability of borders determine people's work and family life, the ease of transition and the level of conflict between domains. In other words, ease of navigation between domains is determined by flexibility and permeability of borders.

Borders exist as lines between domains which can be physical (e.g. walls, where relevant behaviour takes place) temporal (work hours, define where and when work is done and family responsibilities that can be pursued) Psychological (rules created by individuals which dictate thinking, emotional or behavioural patterns)

Clark (2000), notes that the theory gives room for an interesting analysis of the nature of borders, their permeability, and ease with which they can be managed or moved. Thus, if a border allows for easy movement and satisfaction of roles in domains it allows individuals to balance roles between domains. Further, Clark (2000) explains that the border theory analysis of domains and borders creates an illumination on how far an individual can control issues of life and achieve balance.

Bird (2001 cited in Hill, Hawkins, Ferris et al, 2003) also noted that flexible boundaries can facilitate the integration between work and home domains. Thus, temporal domains that mainly consist of workplace rules and regulations should be flexible to facilitate integration between work and home domains. As revealed in the figure 2 below

**Figure 2. Border Theory, Source: Bird (2001)**



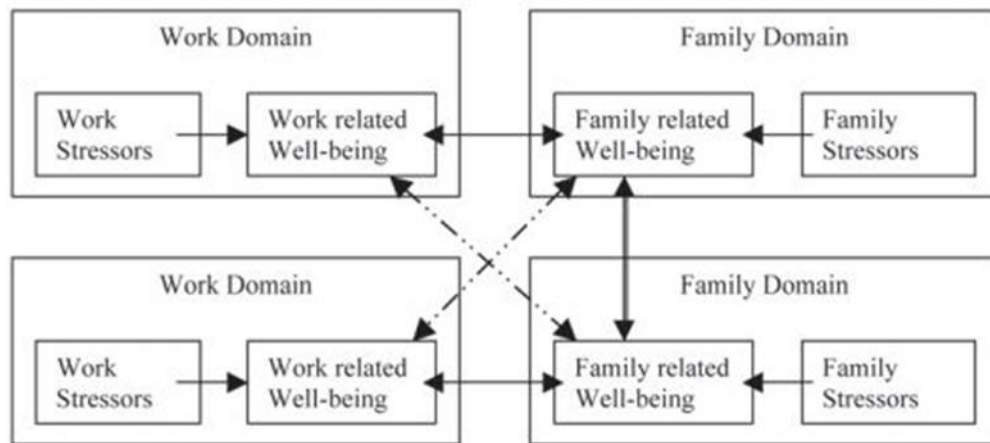
James, (2017), also notes that to create an effective work-life balance for employees, management must ensure that workplace policy, rules and regulations should be flexible enough to allow easy satisfaction of both work and life responsibilities. When employees are able to balance work and life responsibilities due to flexible organisational policy, their productivity is bound to increase

Wang and Hung, (2016), criticised the theory for being too simple and limiting the domains of an individual's life to only two (work and life). According to them the two domains is a narrow approach for analysing an individual's life. As such, they included a third domain which is the recreational domain.

### **2.3.2. Spill-Over Theory**

This theory attempts to explain the relationship between work and life, the theory postulates that workers carry their experiences, attitudes, emotions, feelings, skills and behaviours they establish at work to their families and vice versa. Positive and negative experiences can thus be moved from the workplace to the families and vice versa, these have the potential to cause work and family conflict especially with negative experiences. As demonstrated in the figure 3 below

**Figure 3. Spill over Theory, Source: Middleton (2003 cited in Wang and Hun, 2016)**



According to Guest (2001), Positive work experiences such as promotions, pay raise etc. can be transferred to the family causing happy family life, while positive family experiences such as acquiring a new house, car etc. can also be transferred to the workplace and enhance the productivity of an employee and work environment.

Hill, Hawkins, Ferris et al (2003), noted that with the theory there is no actual separation between work and life, i.e. boundaries do not exist as what happens to employees in their families will happen at work and vice versa. Thus Bird (2001 cited in Hill, Hawkins, Ferris et al, 2003), explained that a work environment that encourages flexibility which enables employees to integrate family and work responsibilities within time and space will create a positive spill-over which is important for achieving a healthy work and life balance. Likewise, Grzywacz, (2002 cited in Hill, Hawkins, Ferris et al, 2003), explained that stressful work or family environment can limit the performance of workers within both domains

Wang and Hun (2016), criticised the theory's postulation that there are no boundaries within work and family, he noted that workplaces had rules and ethics which do not permit bringing family issues to the work environment. He also noted that some issues and experiences stay within the four corners of the office and employees are not allowed to pass them to their families.

Theoretical review shows how WLB can be achieved and the impacts WLB has on an organization, with reference to the border theory employers must create more flexible work domains which enables easy navigation across work and life domains thus enabling employees to satisfy the needs of both domains. Further the spill-over mainly notes the impacts of WLB noting that the condition of the Work domain can spill over to the Home domain and vice-versa. Thus, in relation to the research, the theories have critically provided frameworks for analysing how WLB balance can be achieved especially in relation to the Workplace, when managers create good and flexible work environment, WLB balance can be easily achieved, as the positive influences can easily be communicated to the family environment.

## **2.4. Empirical Review**

Several studies have been conducted which seeks to explain the link between Work-life balance and Organisational performance.

James (2017), studied Work-Life Balance and Organisational performance amongst millennials working in the banking sector, he used quantitative methods and tested two hypotheses. The first was to link work-life balance with stress and the second was to link stress to organisational performance. His analysis discovered that the absence of flexibility in the banking sector, long hours of work and high workload were significant causes of stress amongst millennials. His study, however, revealed that stress did not affect organisational performance, as despite stress millennials still had to perform optimally or risk being laid off.

Wang and Hun (2016), also carried out a study on work-life balance amongst workers in a Chinese firm, using quantitative data, his major objective was to discover the effects of long working hours on family relationships, his study discovered that 65% of workers in the Chinese firm were unable to balance their work with family life due to long working hours. This negatively affected their productivity for some time until management decided to make room for more flexible work regulations.

Pedro (2018), also did a study on Work-Life Balance and organisational performance on nurses in South Africa, his study discovered that Nurses were able

to balance their work and life due to work flexibility created by hospital policies. Thus, organisational performance was high and employee productivity remarkable.

From the overall course of the review it has been discovered that WLB is an important factor which can affect organizational performance, as it influences productivity, efficiency, commitment and satisfaction of staff within the work environment. Therefore, in relation to this research, an investigation will be made on the influence of WLB in relation to nursing mothers and how this affects their productivity and overall organizational performance of their respective firms.

## **2.5. Conceptual Framework**

From the conceptual review, the basic concepts for the research have been discussed, however for creating the measurable variables based on the concepts the following are highlighted.

Kalliath and Brough (2008), defined WLB as the individual's perception that non-work and work activities are compatible and can be organised in a way that promotes growth in accordance with individual life desires and priorities. This definition sees WLB as a perception individuals have as they fulfil different and competing roles. Grywacz and Carlson (2007), on the other hand sees WLB as the achievement of work and family-related expectations without causing a conflict between them.

### **i. Work-Life Balance**

**a. Concept:** The concept of work-life balance involves the compatibility between work and life roles, and the extent by which each is organised for growth in harmony with employee's desires and priorities (Kalliath and Brough, 2008). Further, It entails the degree which individuals fulfil both Work and life expectations, without resulting in conflicts between them (Grwacz and Carlson, 2007).

**b. Measurement:** In Measuring WLB, the following will be investigated

- i. Extent to which Work and life expectations are met
- ii. Degree of freedom to operate in both work and life environment without causing conflicts

- iii. Degree of satisfaction obtained by an individual in Work and Life environment
- iv. Level of compatibility and conflict between Work and Life roles.

## ii. Organisational Performance

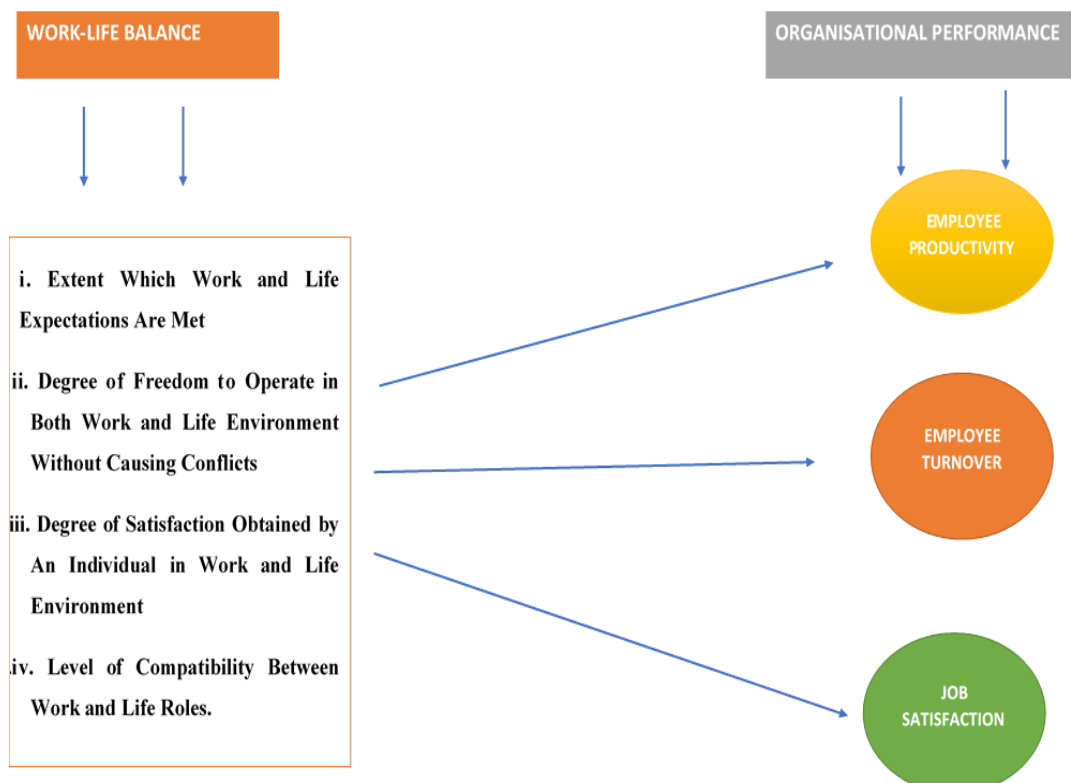
**a. Concept:** The concept of organisational performance refers to extent which an organisation fulfils its objectives in both financial and non-financial terms. Involves the mobilisation of both human and material resources to achieve set goals and objectives

**b. Measurement:** Organisational performance will be measured based on

- i. The degree of employee productivity i.e. in meeting up with task and set duties
- ii. The degree of job satisfaction and happiness
- iii. The degree of employee turnover, employees leaving organisation

While using the conceptual framework, the researcher will investigate the influence of one unit of measurement on the other, i.e. linking both to achieve the desired answers on how WLB influences organisational performance. The figure below displays the conceptual framework

Figure 4. Conceptual framework



## **2.6. Conclusion**

The conceptual, theoretical and empirical review has provided variables such as flexibility, integration, and satisfaction which can be used to measure the level of Work-Life Balance amongst nursing mothers which will aid in achieving the research objectives. For organizational performance, variables such as the extent of employee productivity, employee turnover and employee efficiency have been discovered to be the main factors of an organization. As such efforts within this research will be made to apply the variables on Work-Life balance to organizational performance with reference to nursing mothers in Nigeria. A fundamental issue was discovered as some of the empirical reviews proved contrary to conceptual and theoretical review which noted that Negative Work-Life balance will lead to negative organizational performance. This makes this study imperative in discovering if such findings apply to nursing mothers in Nigeria. The next section discusses the research methodology



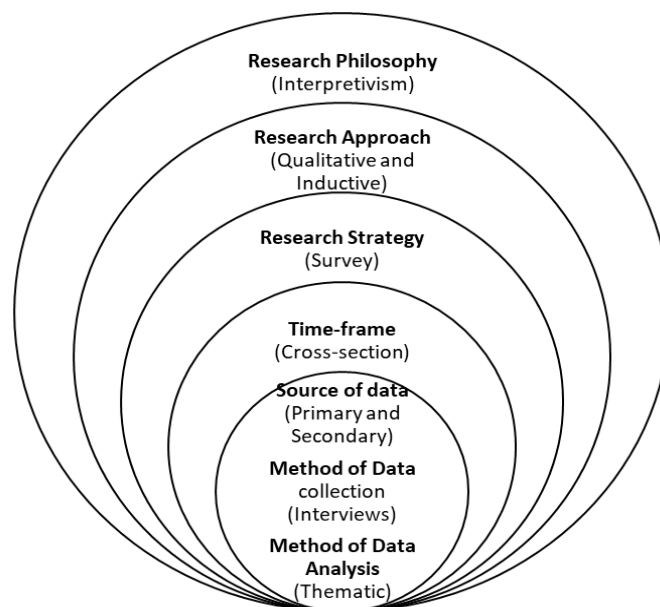
## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1. Overview

This chapter provides the general procedure, frameworks and techniques adopted for the study. The research methodology carefully outlines all patterns and processes followed to achieve the research objectives. The research methodology utilises scientific and empirical methods in order to arrive at logical conclusions. The research philosophy used was interpretivism to enable flexibility in data collection and interpretation, the approach was inductive to enable the researcher conclude his research by making a generalised view of the subject matter, the strategy adopted was qualitative interviews, the research time-frame was cross-sectional while data collection involved the use of interviews and data analysis is done by thematic analysis. A brief description of the research methodology is contained in the onion layer figure 5 (page 23) below

**Figure 5. Research Methodology Onion Layer**



### **3.2. Research Philosophy**

A research philosophy according to Bajpai (2011), refers to the assumptions that govern the acquisition of knowledge. Philosophies are frameworks that determine how scientific research is conducted and knowledge obtained afterwards (Collins and Hussey, 2013). As such, research philosophies encompass several beliefs, values, norms, and patterns which are adopted to gain essential knowledge about reality and existence. Bajpai (2011), noted that the importance of the research philosophy is to ensure that knowledge is being obtained in the right way and its explanations can be preserved and developed for the benefit of humanity. There are two types of research philosophies; positivism and interpretivism, while positivism is based on the assumption that the best way to gain knowledge and insights on phenomena is through observation and reason drawing essentially from objective and observable facts, interpretivism lays emphasis on subjectivism (Bajpai, 2011).

For this study, the interpretivist philosophy is adopted, interpretivism lays emphasises on the study of humans and their inherent characteristics, hence they believe that the understanding societal issues that bother humans cannot be studied in a purely objective manner, this is because humans are dynamic and are made up of different traits which under different circumstances may change thus giving different meanings to issues (Chenail, 2011), thus (Arain, Campbell, Cooper, et al 2010), noted that interpretivism does not seek to generalise but to get in-depth understanding about humans in relation to specific variables at a specific point in time. Table 1 (page 26) below contains a brief explanation of the interpretivist philosophy, according to the way it views reality, what constitutes as acceptable knowledge, the role of research values and the type of methodology it adopts

**Table 1. Interpretivism Research Philosophy. Source: Chenail (2011)**

VIEWS ON REALITY	WHAT CONSTITUTES ACCEPTABLE KNOWLEDGE	ROLE OF RESEARCH VALUES	TYPES OF METHODS
<ul style="list-style-type: none"> <li>• <b>Complex and Rich</b></li> <li>• <b>Socially constructed through diversities of experiences</b></li> <li>• <b>Multiple meanings, interpretations, realities.</b></li> <li>• <b>Flux of processes, experiences, practices</b></li> </ul>	<ul style="list-style-type: none"> <li>• Theories and concepts too simplistic</li> <li>• Focus on narratives, stories, perceptions and interpretations</li> <li>• New understandings and worldviews as contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Value-bound research</li> <li>• Researchers are part of what is researched, subjective</li> <li>• Researcher interpretations key to contribution Researcher reflexive</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Typically</u> inductive. Small samples,</li> <li>• <u>Indepth</u> investigations,</li> <li>• qualitative methods of analysis, but a range of data can be interpreted</li> </ul>

From the table, it can be established that the interpretivist philosophy seeks to understand and interpret the human behaviour, actions and experiences within the context of which they reside (Chenail, 2011). Thus, within business research, interpretivism will look at organisations from perspectives of different people and how the organisation affects their lives (Chenail, 2011). In other words, interpretivism philosophy will add to knowledge by understanding the experiences of employees within the organisation.

As such, this study will adopt interpretivism as its philosophy, this is because the study tries to understand the experiences nursing mothers have in relation to work-life balance. The study seeks to explain the impact of work-life balance on nursing mothers in an organisation, thereby understanding nursing mother's experiences within the environment they find themselves (organisation) which is a cardinal focus of the interpretivist philosophy.

A fundamental draw back of the interpretivism is it does not lay much emphasis on the critical nature like the positivist do, hence getting purely objective knowledge cannot be attained, this will not affect the study as earlier stated, pure objectivism is not possible while studying human beings.

### **3.3. Research Approach**

Gorard (2013), defines research approach as an overall process that is chosen to ensure that all components of the research are effectively integrated. It enables the researcher to study problems logically thereby reaching genuine and authentic answers. Joubish (2009), further noted that the research approach is the blueprint which explains the research strategy, method of data collection, measurement of data, and the analysis of such data.

Using a research approach will add value to the current research by enabling the researcher to effectively address the research problem logically and without much ambiguity. Further using a research approach, will prevent the researcher from getting weak and unconvincing conclusions which can severely undermine the validity and authenticity of the research.

For this study, the inductive research approach is adopted. The inductive research studies socially constructed reality. It lays emphasis on the social world rather than natural world (Gorard, 2013, p 35). The approach seeks to record and analyse data to uncover deeper meanings of human behaviour and the significance of their experiences. This may include beliefs, languages, patterns of relationships and emotions.

Qualitative research and inductive research approach go together (Gorard, 2013). This is because qualitative researchers' aim to be inductive in their analysis, i.e. they move from specific to general, which is often called bottom-up approach. The inductive approach mainly enables the researcher to look for a pattern of meaning based on the data they have collected.

While adopting the inductive approach, the researcher tries to make observations or study few variables of a phenomena, to identify few preliminary relationships which when established can be used to make generalisations of the entire

phenomena. The inductive research approach follows the pattern in the figure 6 (page 37) below:

**Figure 6. Inductive Approach, Source: Gorard (2013)**



This study adopted the inductive approach as it sought to study “work-Life balance” as it applies to “organisational performance”. The study intends to establish patterns of relationship between the two variables which will be essential in making generalisation concerning the variables and the way they interact and affect each other.

A major drawback of inductive approach is while studying humans a researcher may reach a false conclusion despite using accurate measurements (Gorard, 2013). This is because humans manifest different behaviours at different situations. This may affect the validity of this study.

### **3.4. Research Strategy**

The research strategy is the process of putting research paradigm and research design into motion (Beach and Rasmus, 2016), without a research strategy the researcher will not successfully implement the research philosophy and approach, a research strategy is thus needed for the successful completion of the research.

The research strategy adopted for this study is the qualitative interview, the qualitative interview is a data collection tool which is used to generate information from individuals, it focuses on factual information hence it is mostly used amongst behavioural scientist.

The qualitative interview is adopted for this study because it will enable the researcher to carry out a systematic study within a subset of the population (nursing mothers) which can be used to understand the general behaviour of the employees concerning Work-Life Balance. Further, as Wimmer and Dommick (2003), noted

that the qualitative interview enhances proper sampling and interviewing of people to generate data and analyse the impacts of a phenomenon on them by analysing their perceptions and opinions. This study will, therefore, use the qualitative interview strategy to discover empirically the perceptions and opinions of nursing mothers and use it to evaluate the impacts of Work-Life balance on organisational performance.

### 3.5. Research Time-Frame

There are two types of research time-frame Cross-Sectional and Longitudinal time-frame, for this study, the cross-sectional time-frame is adopted. The cross-sectional time-frame studies a population at a specific point in time. Participant used in this study are mainly selected based on their relationship with the variable of interest.

The essential characteristics of the cross-sectional timeframe which is important to this dissertation are described in Figure 7 (page 29) below:

**Figure 7. Cross-sectional time-frame, source: Singleton and Straits (2009)**

S/N	CHARACTERISTICS	APPLICATION TO THE DISSERTATION
1	Surveys are conducted at a single point in time	The survey for this dissertation will be conducted once and at a single point in time with different participants
2	Variables are not manipulated	The basic variables of this study <u>i.e</u> Work-Life Balance and Organisational performance cannot be manipulated by the researcher as they exist beyond the researchers influence

### 3.5. Sources of Data

For this study, two types of data are used, Primary and secondary data.

### **3.5.1. Primary Data**

Primary data are those type of data collected directly from the participant of respondent. Primary data offer more authentic and accurate representation of variables this is because they are collected directly from the participant, thus the collection of primary data provides the opportunity for the researcher to collect data that offers specific information for the study. Primary data also elicit the accurate data needed to answer the research questions and achieve the objectives of the study. The primary data was collected to study the effects of Work-Life-Balance on organisational performance of nursing mothers in Nigeria, Primary data further enhanced the ability of the research to make inference concerning the variables adopted for the study.

### **3.5.2. Secondary Data**

Secondary data are those already documented data which are not collected directly from participants or respondents. They exist mainly as printed materials such as books, articles, and journals. Secondary data for this study will be gotten from books, journals, and peer-reviewed articles that are related to Work-life balance and organisational performance. Secondary data enables further analysis or support findings discovered from the primary data. They are mostly used to buttress or offer contrasting opinions with the primary data. Thus, all secondary data for this study was used for further explanations on the findings.

### **3.6. Participants of the Study**

The participants of the study include those who the primary data is collected from. These are individuals who willingly offer to partake in the study. For this study, the participants are nursing mothers in Nigeria who work in different organisations. Seven (7) participants were chosen for the research, they expressed their willingness to participate in the research after reading the consent and plain statement forms. Nursing mothers signed the consent form and noted they will not want their identities to be disclosed.

### **3.7. Sampling**

The sampling technique refers to the method by which the subset (participants) of the entire population is chosen for the research. The participants of the study are nursing mothers and management staff drawn from seven different organisation. The seven (7) organisations were selected based on consent, initially the researched solicited to use ten (10) organisations for the research, seven (7) of those organisations agreed while three (3) declined hence the seven (7) were chosen for the study

The sampling technique for choosing the participants of the study is based on the convenience sampling method. Using this method, participants are recruited based on their choice to be involved in the study. This sampling technique is advantageous as it allows the researcher include those who willingly want to participate in the study, hence leading to richer information. The disadvantage however is not statistical hence it is biased against certain employees (Singleton and Straits, 2009)

The researcher notified the management of the organisations about the intention to use their staff for the research, the management agreed and further referred the researcher to nursing mothers within the organisation, some however declined to participate in the research while others accepted to be part. Those who accepted were used for the study. The total number of interviews conducted was not determined by the researcher but when the data reached saturation, as Creswell (2003) notes that number of interviews conducted is not determined by the researcher but when the data recorded becomes saturated. Thus, the data reached saturation at the Seventh (7) interview.

### **3.8. Instrument for Data Collection**

This study adopts the qualitative and inductive research approach which essentially collects its data from sources such as interviews, audio recordings, printed materials etc. For this study, the interview is used as a method of data collection. The interview refers to an instrument in which questions are asked directly to a person and the responses given are recorded. The interview is necessary in getting deeper understanding about phenomenon especially as they relate with each other within



specific context, thus interviews ensure that the researcher is given the privilege to probe the interviewee and get deeper insights into the issue of concern (Howell, 2013). With interviews, the interviewee can also make illustrations, while giving examples and incidences to buttress their points thereby boosting the richness of data collected.

The interviews was drafted using the semi-structured and open-ended formats, this is where a set of questions are presented to the interviewee and the interviewee is allowed to give many responses as he/she wishes that are in line with the research questions. The interview questions were drafted to get the perspectives of nursing mothers concerning Work-Life-balance in their organizations and how this affects their productivity and general organizational performance. The basic questions the interview will be determined in relation to the conceptual framework are described in the figure 4 (p 22)

### **3.9. Method of Data Collection**

The data for this study is collected through the conduct of personal interviews, by this model. The researcher had an interactive section with participants, due to the COVID-19 pandemic and the proposed social distancing measures, majority of the interviews were conducted through online mediums such as Skype and Zoom Calls.

As noted earlier while conducting interviews, the number of interviews cannot be determined by the researcher, Creswell (2003, p 67), notes that interviews are usually kept with 1-15 and are concluded when data is saturated (interviews kept eliciting the same responses). The conduct of interview was therefore limited to the time which data became saturated.

### **3.10. Methods of Data analysis**

The method of data analysis adopted by qualitative study is the thematic and narrative approach. This involves the grouping of related information under specific themes and analysing information based on those themes. According to Howell, (2013), this process includes the examining, categorising and synthesising evidence

to ensure they are in line with objectives of the study. Therefore, this research adopted the thematic analysis method explained by Howell, (2013), which include;

- i. Listen to interviews and read interview notes to gain an understanding of participants response
- ii. Organise and code the data collected.
- iii. Extract significant statements and words from interviews
- iv. Group words into themes in relation to information extracted.
- v. Synthesize data with existing secondary data and make discussions.

### **3.11. Validating the Research Instrument**

Validity refers to the extent by which a research instrument measures what it intends to measure (Howell, 2013). Research instruments need to be validated to ensure that it accurately measures the phenomenon under study. With a valid research instrument, the researcher can expect to arrive at a conclusion or finding which accurately provides a representation of what is obtained in the study area or population of study. Furthermore, validity boost the confidence level of the research especially in relation to the variables generated and tested (Joubish, 2009).

To improve on the validity of this research, a pilot study was conducted, the pilot study enabled the researcher collect information prior to the conduct of the original research. The pilot studies offered insights into many factors that could affect the credibility of the research, such as the research method and design, research instrument, participants, recruitment process and the modification of research instrument. The pilot study also brought to light all flaws present in the research approach, instrument and procedure, this helped the researcher to address them thereby boosting the validity of the study.

### **3.12. Ethical Consideration**

Research ethics coordinate and govern the conduct of research to ensure the safety of participants and the authenticity of data collected. The researcher therefore, abided by ethical principles which ensured that individuals were not coerced into participating in the study. The researcher also ensured that the research did not

pose any sort of threat to participants. The consent form was sent to the organisation and the participants who rightly acknowledged their consent to participate in the research, participants also signed the consent form as documented in (Appendix B, page B). Some other ethical principles which the researcher abided by included;

- i. Respect of participants identity by not disclosing it to anyone
- ii. Ensuring that participants responses are adequately stored and kept safe
- iii. Upholding participants' right to withdraw from the study at any point in time.
- iv. Avoiding all forms of unethical behaviour towards participants such as prejudice and insults.

### **3.13. Conclusion**

The research methods above were adopted to gain an empirical understanding of the effects of Work-Life balance on organisational performance. This was further be used to draw out recommendations on how Work-Life balance could be improved for better organisational performance. Using the discussed methodology, the research analysed the empirical factors that enhance WLB thereby creating policies that firms and organisations can adapt and improve on their HRM practices. The next section of the research discusses the research findings.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSIONS

#### 4.1. Overview

This section of the dissertation provides the analysis of data based on interviews conducted. Interviews were transcribed, coded and discussed according to the research objectives as stated in the first chapter of this research.

The interviews were conducted with seven (7), nursing mothers in Nigeria. Due to the principle of anonymity only the job roles of the participants were recorded. The table below provides a demography information of participant

**Table 2. Participants Biodata**

S/N	PARTICIPANT	WORK EXPERIENCE	NUMBER OF CHILDREN
1	Airport attendant	5 years	2
2	Sales attendant	3 years	1
3	Banker	1 year 2 months	1
4	Waiter	2	2
5	Teacher	5 years	4
6	Accountant	3 years	2
7	Nurse	6 years	4

## 4.2. Analysis of Findings

### 4.2.1. Research Objective One: To Critically Examine How If at All Employee Productivity of Nursing Mothers in Nigeria Is Affected By Negative Work-Life Balance

The interviews conducted certain insightful findings concerning work-life balance from the perspective of mothers. Questions 4, 5 and 6 in the interview schedule were tailored to answer this, the below table is a breakdown of the questions and relevant comments.

**Table 3. What does Productivity Mean to You?**

S/N	PARTICIPANT	PARTICIPANT RESPONSE
1	Airport attendant	<i>Productivity for me will mean the amount of time it takes to get a task done, for example if I was given a task to count a stack of shelves, my level of productivity will differ from someone else who cannot reach the top as opposed to someone who knows what the front and back is. Productivity to me is the ability to know what I am doing and what I can do in a short period of time as opposed to someone who does the same thing but takes a longer period of time</i>
2	Banker	<i>To me productivity will mean my ability to meet up to targets set by the bank, as we constantly have different targets, weekly, monthly, yearly, there are targets to achieve on paper document, targets to achieve in relationship to clients, targets to achieve on the overall branch were you are working, so productivity to me will mean the ability to meet does targets and with the desired and set standards of the management</i>
3	Sales Attendant	<i>For me productivity will mean the ability to use your brain assets and resources at your disposal to proffer solutions to the numerous challenges of every day work. At work you encounter series of challenges especially in keeping up to records, making sales to customers and also ensuring that work goes on smoothly. Productivity will be the ability to maximise your resources and get the desired outcome on work</i>
4	School teacher	<i>Productivity to me is how well you are able to do your job, for example as a school teacher I have several roles in the school, I teach the children, I make notes, I set exam questions, I also mark scripts, I am the house mistress of the blue house, I also have days that I am on duty in the school so my ability to perform all these roles without one affecting the other or causing a delay in the other means productivity</i>

5	Nurse	<i>At the hospital where I work we constantly have patients coming in for various sicknesses and issues, you may have severe accidents and slight injuries, I will gauge my productivity as the ability to attend to all patients, and also ensure that they are happy, as you know when a person is sick the way you treat him or her matters a lot, so if I attend to a patient I make sure I engage him or her, so she can be happy. To me this is productivity.</i>
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**Table 4. Does your ability to manage work and life roles affect your productivity? If Yes how if no why?**

<b>S/N</b>	<b>PARTICIPANT</b>	<b>RESPONSES</b>
1	Airport attendant	<i>Well giving the nature of my work, the flexibility and working conditions, I will say no as I am perfectly able to have a good work and life balance, however I remember a situation where I was tired and was really running late to work, my productivity that day was significantly affected as I could not do much work, I remember I got to the office looking frustrated and not just I my right state of mind, usually I am happy and pleasant while talking to customers over the phone who want to make flight bookings, but that day I was not just composed.</i>
2	Banker	<i>Yes, it does giving the nature of work schedules and huge amount of targets, sometimes I am so tired to do certain things, some work I have to postpone to the weekends and when the weekends come I am too tired to do them, then there is the baby to look after. I am not also able to spend time with my husband his friends, hence my productivity in meeting targets is affected by the inability to balance my work and home.</i>
3	Sales attendant	<i>At 100% there has to be a balance, I can achieve all my task at work if there is no balance, I am naturally productive however with a good work balance I cannot be productive, it is left for me to know how to manage my work and life to achieve productivity.</i>

4	School teacher	<i>Yes my productivity is affected as I've already listed all what I do in this place, my class has over 200 students, you can imagine how tasking that will be, also other roles in the school are very tasking, time, consuming and demanding, even though we close by 4, I go home very tired, but I still have to look after my twins. Productivity at work is seriously affected sometimes I may not even mark scripts, I will have to pay someone to do it for me</i>
5	Nurse	<i>I will say the ability to manage my work and life properly affects my productivity in a positive way, as due to shifts and job flexibilities in the hospital I am able to get enough rest at home, attend to my baby, my husband and also come back to the office and attend to patients. So yes, my productivity is affected in a positive way</i>

From the above tables, it is evident what productivity is and how work-life balance can affect productivity, in both positive and negative ways.

As discovered from the literature review (section 2.2.4), employee productivity refers to the effectiveness and efficiency of employees in relation to their output (Greenhaus and Allen, 2010), thus in discussing employee productivity an essential factor to consider is the amount of work achieved and the quality of work performed. A productive employee is one who does work according to the required standards and also does not neglect the quantity of work performed. Managing a balance between quantity and quality of work is an essential feature of employee productivity (Celik, 2010). Several factors influence the productivity of employees; one is Work-Life Balance, according to the literature review, a good work-life balance was essential for productivity, as the ability to manage both work and life responsibilities significantly reduces the amount of stress experienced by staff further increasing their productivity, this has been confirmed by the research as the nurse noted that she can manage her work-life responsibilities thus she can be more productive in attending to patients at the hospital. She also explained that due to flexible working hours she could go home, rest, attend to her baby and also come back to work the next day, this significantly entails that she was able to deal with stress effectively which enhanced her productivity. This finding is buttressed by

Huang, Ahlstrom, Lee, et al (2016), in their empirical research which notes that 75% of employees who can balance their work and family life have increased productivity, they were better at the job due to mental alertness and physical wellbeing.

On the opposite side, the research has discovered that the inability to create a balance between work and life roles significantly affects employee productivity as authenticated by the participants, the school teacher explained that due to huge school task, she was unable to meet up to certain duties and had to pay someone to help her mark scripts. Also, the banker noted that the demanding nature of her work affected the way she kept up to targets, as she had to postpone some tasks to the weekend which when it came, she was unable to do them due to stress and tiredness. The responses from the two reveals that the absence of a proper work-life balance can affect the performance of tasks and further the productivity level of an employee. This is supported by Helmle, Botero and Seibold (2014), who explained that stress could reduce an employees' productivity as stress created a misbalance in the mind-set of employees, thus limiting the ability to use cognitive and technical skills properly. Further, Johari, Yean and Tjik (2018), explained that a work-life balance was essential in removing the overwhelming effect of stress and pressures thereby enhancing productivity.

This research objective has thus been achieved as it has discovered that a negative work balance effects the productivity of nursing mothers.

#### **4.2.2. Research Question 2: To Empirically Investigate the Impact of Work-Life Balance on Employee Turnover Rates Amongst Nursing Mothers in Nigeria.**

In getting the right responses to achieve this research objective, a series of questions were asked



**Table 5. How flexible is your work role?**

S/N	PARTICIPANT	RESPONSE
1	Accountant	<i>It is what you mean by flexibility, if by flexibility you mean ability to meet you to meet up with other home activities, yes my work is flexible as I have enough time to meet up with my house hold activities, like take care of my baby, cook for my husband, hang out with my friends, perform other personal duties. I start work at 8am and close 4pm, so I have ample time to go home and do other things. But if you say flexibility as in during work hours attending to personal issues then no! my work is not flexible, as during office hours its strictly office business, most times I cannot even bring my child to the office, as trying to breastfeed and attend to him when he is crying could obstruct my work</i>
2	Waiter	<i>My office work is flexible as it allows me to manage my personal business, I can meet up with my house chores, family responsibilities and other personal responsibilities, we work in shifts in my workplace, day is from 8 am to 4pm while night is 4pm to 10 pm, so the day I am on morning I still can get home early to finish my house roles, and the day I am on night I do everything before I leave home.</i>
3	Banker	<i>My work is not flexible at all, I work 9 to 6 PM, the office policy is work starts from 9am and ends 5pm, however we still have people in the office at 7pm, I really do not have time to go home during work, I have to milk the baby bottle and keep it in the fridge, my mum or the nanny helps me finishes the rest.</i>

**Table 6. Does your work offer you enough opportunity to meet family roles?**

S/N	PARTICIPANT	RESPONSE
1	Accountant	<i>Yes it does, as the work is not as demanding as others think it is, well you have days when I have to meet up with your financial report and you cannot leave the office especially when the boss needs the financial report urgently, but on a general level, I'll say my work indeed gives me enough time to meet up with my family roles, as I said before work starts 8am and ends 4pm, most times by 4pm I'm done with the task on my desk so I can go home and attend to my baby</i>
2	Waiter	<i>Yes, yes it does as I said we work in shifts, this really helps me keep up with my family roles</i>

3	Banker	<i>No, it does not, I even take some work home and sometimes I do not even remember I am not at home as I keep thinking of work instead of the baby. Working in the bank is really tasking</i>
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**Table 7. How has your work roles conflicted with family roles?**

S/N	PARTICIPANT	RESPONSE
1	Accountant	<i>On a general perspective like taking a wholestic view of everything, I will say no my work roles have not conflicted with my family roles as I can manage both properly. However there are incidences when work roles have conflicted with family roles, like when I have to stay extra time at the office because I needed to meet up with financial reports and that day I did not cook for my husband because I thought I'll be back home at the normal time but I find out that I'm not able to do that</i>
2	Waiter	<i>Well, yes some times when you maybe wake up late, and you can't do much especially if you are on morning shifts. Or maybe when you are unable to pick your other children from school due to your evening shifts. I'll say my work to a degree yes conflicted with family roles.</i>
3	Banker	<i>Yes, it conflicts a lot of times, I said before I mostly do not have time for myself, there are certain things I cannot do like travel, having recreations events and all, except maybe during public holidays which I just feel like sleeping during the whole day.</i>

**Table 8. If you were offered a better job with better working conditions will you take it?**

S/N	PARTICIPANT	RESPONSE
1	Accountant	<i>Well we are all looking for better jobs with better pay and more satisfying job conditions, if I get a job that is better than my current job in terms of pay, work flexibility and conditions yes, I will</i>
2	Waiter	<i>Yes, obviously who does not want a better pay or work conditions?</i>
3	Banker	<i>Yes, I will without considering it.</i>

**Table 9. Is your answer in the above related to how well you are able to manage your work and family roles?**

S/N	PARTICIPANT	RESPONSE
1	Accountant	<i>Well no not really, it has to do with my personal need for a better life, as in life you must constantly advance, if it is based on work and family management my current work allows me manage both,</i>
2	Waiter	<i>No! It has nothing to do with how I'm able to manage my work and family roles, as if it is in terms of management my job provides the time for me to manage both, it can be better, but for now it is good.</i>
3	Banker	<i>Yes! It has, the pay in the bank is good but my inability to keep up with my family needs and responsibilities is a real challenge, obviously if I get a job that maybe allows me work from home or run shifts or sticks to closing time then yes I will definitely go for it</i>

The progression of the above responses reveals that work-life balance can influence employee turnover, as responses from the Accountant and Waiter signifies they have a good work-life balance that enables them to manage both house and job responsibilities, thus they were not prone to quit their jobs because of negative work-life balance but because of better working conditions and pay. The banker however who had expressed her displeasures about the lack of time to attend to family responsibility due to the tasking nature of her job had shown that she will not hesitate to leave her workplace if she got a better job. This finding is in line with the findings recorded in the literature review. Within the literature review, it was explained that research from the Work Institute Retention report (2019) (see Appendix E, page J) revealed that work-life balance was the second reason why employees quit their jobs with 12.6% rate. Also, Fapohunda (2014), explained that stress, absence of work-flexibility, pressures and working long hours can negatively affect employees by reducing their productivity which can influence their decision to exit the organisation. Furthermore, as Joo and Lee (2017), explained that balancing work and life responsibilities is essential to employees, as from an

employee perspective the inability to balance both work and life may result in the feeling of reduced productivity, thus creating frustration and subsequently propelling them to exit the organisation. Also, Shaffer, Reiche, Dimitrova et al (2016), noted that the ability to manage work and life roles amongst employees increases the sense of value, feeling of value, and importance amongst employees. Organisations that provided good working conditions for their employees by making sure they could meet up with work and life roles were giving them a sense of belonging thus stimulating their loyalty to the organisation and reducing the rate in which they were likely to leave the organisation.

In relation to the above Kim and Wiggins (2011), explains that spending more time with family is a dire desire of most employees in the 21st century, a company that thus provides the opportunity for employees to enjoy their families while still being active in work is sure to earn the loyalty and trust of employees. Good policies that ensure a work-life balance is regarded by employees as a sign of care from the company to the employee. Thus, companies with good work-life balance have more advantage of retaining their workers and reducing employee turnover rate. Susana and Ramón (2013), also noted that offering flexible working hours and paid time off (PTO) policies were part of efforts that enhances work-life balance, with such, employees get more committed and loyal to their organisations as it's a display of companies concern for workers wellness. This is further buttressed by Breitenecker and Shah (2018); Huang, Ahlstrom, Lee et al (2016), in quantitative research, noted that companies that implemented good work-life balance policies such as working from home, flexible working hours, PTOs, compressed workweeks, and job sharing were 65% more likely to have more committed, loyal and engaged staff than companies, this shows the value of work-life balance to employees as it could stimulate their loyalty or provoke their desire to exit the organisation.

#### **4.2.3. Research Objective Three: To Critically Evaluate Work-Life Balance Policies and Its Impact on Job Satisfaction amongst Nursing Mothers in Nigeria**

**Table 10. What policies are put in in your workplace that enables you manage both work and life roles?**

S/N	PARTICIPANT	RESPONSES
1	Airport attendance	<i>My organisation has several policies that ensure work-life balance, the most popular which is shifts, were we work in hours, hence if I am not able to come to the office during my shift, I can always call someone who is willingly to shift places. We also have maternity leaves which can span for 6-18months, like you can take maternity leaves for 6 months, then extend it by taking a paid leave for about 4 moths, after that you can take parental leave. The work is that which empowers a lot of women, this gives you ample time to take care of children.</i>
2	Accountant	<i>Well, I we do not have like a codified policy in my work-place for balancing work-life however we can look at the flexible working hours, 8am to 4 pm, also nursing mothers had a clause of business that enabled them go home early if they had finished their task to attend to their children, also if you know you are running late on a job you can always call someone and tell them to help you finish up.</i>
3	Waiter	<i>Shifts, we also have different forms of allowances such as maternity allowances, hospital allowance, before we had a fitness allowance however since the restaurant provided for a fitness department, they stopped the fitness allowance.</i>
4	Sales	<i>There is yet a standard policy for work-life balance however there are rooms for communication in which if you are sick or you need to take a day off, or breaks you could talk to your director and time will be accorded to you, however you will discuss on how to make up for the time</i>

**Table 11. How has these policies affected your ability to meetup with job roles?**

S/N	PARTICIPANT	RESPONSE
1	Airport attendant	<i>Yes, they have like 17 weeks of productivity in a year, so I can shuffle my time within these 17 weeks to ensure that I have ample time to carter for my family needs and also ensure that my job roles do not suffer. In my workplace we also have a yearly roster which you can access making you know your station and time of work every week, you can build your work around this roster which enables you take care of your family responsibilities as well as have time for work</i>

2	Accountant	<i>Yes, it has affected my ability to meet up with job roles, as I am not stressed or under pressure of any kind, I am able to meet up my job roles and my family roles. When you are in the right mental state, you are not stressed, worried or tensed about anything definitely your productivity will be enhanced</i>
3	Waiter	<i>Yes, it does affect my productivity as I am giving time to do the necessary things I my life, attend to my life, baby, family, friends etc, this boost my morale and spirit hence I am more productive when I come to work.</i>
4	Sales attendant	<i>Yes, it has affected my ability to meet up to job roles as work-life balance is a win-win situation for both me and my employer, I am able to spend time with my life, attend to home responsibilities and also able to meet up with work responsibilities.</i>

From the above responses, several policies exist for ensuring effective work-life balance, such as shifts, maternity leaves, flexible job hours, ability to take breaks and day-offs, ability to get a colleague to cover-up for employee absence, etc. The available literature on work-life balance has been extensive concerning the management policies to enhance work-life balance, within this study several policies such as job sharing, use of technologies, family-friendly policies, wellness programmes etc. (Bell Rajendran and Theiler, 2012; Fapohunda (2014); Kaspin, Gorman and Miller (2013), were documented in the literature review, with reference to the participants of this study, it was discovered that maternity leaves, work shifts, flexible job hours, breaks and day-offs were the most popular policies for ensuring work-life balance amongst nursing mothers. The essence of the objective was not to gain details on the policies made by management in ensuring work-life balance, per-say but to discover how these policies enhanced nursing mothers ensure that both work and family responsibilities are handled properly. From the responses above, it is evident that these policies generally enabled nursing mothers to meet up to both work and family responsibilities hence they were generally satisfied with the policies.

On a rare discovery, this study discovered the role of communication in ensuring work-life balance, the sales attendant noted that in her organisation there was no standard work-life balance, however, an employee could always go to the director and make a request for time-offs or breaks, which was given so far as the employee will cover up for the time lost. This is an insightful discovery as previous literature has not discussed on employees ability to communicate with employers concerning issues and its relationship to work-life balance, there have been several potent researches conducted on the role of communication in an organisation (Husain, 2013; Kibe, 2014; Bery, Otieno, Waiganjo et al, 2015), however very few have discussed its importance on work-life balance. In linking the role of communication in work-life balance, the researcher will like to draw from the research of Kibe (2014), Chudi-Oji (2013), and who noted that communication builds a healthy relationship between employer and employee with the employer being able to know the needs of employees and employees being able to know what is expected, thus relating this to work-life balance it can be said that when employees channel their desires for work-life balance to employers and it is adhered to, it uplifts the spirit of employees, making them feel valued and hence increasing their productivity as the sales attendant noted that achieving work-life balance is a win-win situation for her and her employee, as she can take care of her family and has time to be more productive at work. This is further buttressed by Jayakar and Suman (2012), who noted that the quality of work-life is significantly influenced by information and treatment employees receive from their organisation. Good communication is essential for agreeing and sharing common terms which can be both beneficial for employers and employees, the process of constant dialog and feedback provides the opportunity to share views is essential in increasing levels of efficiency while fostering individual's wellness in an organisation. The ability to dialog with superiors concerning breaks and time off, aids employees in taking the time off to resolve whatever personal issues needed to be resolved, hence allowing employees to focus on work and become more productive. Furthermore, Joo and Lee (2017), explained that the open-door policy of communication which enhances employees to air their views concerning issues freely and frankly was essential in creating confidence and commitment amongst employees to the organisation. Open communication fosters relations between superiors and peers, employees can thus

communicate to superiors concerning work-life balance issues and receive favourable answers, which will enable them to take care of personal responsibilities and also enhance their ability to meet up with job roles.

#### **4.3. Overall Discussion**

The issue of work-life balance has taken a centre stage in the contemporary world especially among millennials who eagerly desire work roles which enhance their ability to meet-up with family and job roles. Work-life balance has become of importance in organisational studies as the performance of an organisation is closely linked with its employees, employees, thus, who suffer from stress, pressures, mental fatigue and other associated challenges can barely keep up to work roles. This research has discovered in relation to the participants studied that work-life balance is an essential part of organisational performance, as work-life balance enhances productivity, reduces turnover level and brings general satisfaction to the employees thereby influencing their ability to be more useful to the organisation.

Several research on employee productivity have recorded that productivity levels can be boosted by employees performing more task that are standard both by quantity and quality (Hughes and Boziones, 2007; Rani, 2011; Bell, Rajendran and Theiler, 2012), this is true, however employees will not be able to achieve more task when they cannot effectively manage work pressures and family life, as revealed in the theoretical review (section 2.3.1). The border theory explains that both work and life have two dimensions with events In one easily transferring into the other (Guest, 2002), when this happens the result is either positive or negative, thus when an employee is unable to meet up with family responsibilities, the demands can be passed on to his/her work which then affects the productivity level of such employee and vice-versa. The inability to manage both work and life responsibilities culminate into pressures, stress and mental fatigue therefore reducing the productivity levels of employees further leading to negative organisational performance.

Lack of productivity diminishes an employee's sense of value, feeling of belonging and thus leads to the employee quitting the job (Fapohunda, 2014). As it was noted in this research that the ability to balance both work and job roles were the second reason why employees quit their jobs (Greenhaus, 2009), this study has



authenticated this to be true as the ability to balance work and life was cardinal in keeping employees satisfied with their workplace hence increasing a greater sense of loyalty and commitment to the organisation. Employees are more attached to workplaces that support and create avenue for them to keep job responsibilities and meet with family needs, this is because their families are contented, this gives the employee the feeling that he/she is valued or important to an organisation, this also stimulates employee loyalty and commitment thus reducing the probability of employees quitting their jobs.

Finding the suitable way to balance both work and family has been a big challenge for management, where there was a perfect harmony between workplaces and homes, conflict, pressures and stress is significantly minimised (Johari, Yean and Tjik, 2018). This propels employees to work with zeal. Thus, a demand for work-life practices has made it essential for companies to draft several human resource interventions such as shifts, flexible working hours, leave plans, employee assistance programmes and wellness trainings (Lee and Hong, 2011). This research has discovered a valuable means of ensuring work-life balance is through communication, employee know better about what they want and how it can be achieved, when superiors allow open communication they are able to know how employees can achieve work-life balance from employee perspective and also find essential ways which employees can further become productive. Open way communication is thus important in ensuring work-life balance.

## **Conclusion**

This section has effectively analysed data from the conduct of interviews and has presented the findings based on the research objectives. The research has discovered that employee productivity, retention and satisfaction levels are expressively determined by work-life balance, it thus becomes pertinent for management to discover ways in which they can improve on employee's ability to manage work roles and home responsibilities effectively. The next chapter gives the conclusion and final reflections of the study.

## **CHAPTER FIVE**

### **CONCLUDING THOUGHTS ON THE CONTRIBUTION OF THIS RESEARCH, ITS LIMITATIONS AND SUGGESTIONS FOR FURTHER RESEARCH**

#### **5.1. Implications of the Research Findings on the Research Objectives**

This study was centred on investigating the impacts of work-life balance on organisational performance drawing evidence from nursing mothers in Nigeria. Research by Eze (2018), noted that nursing mothers are the recipients of disadvantages concerning negative work-life balance in Nigeria as they had to keep up with family responsibilities and job roles. Nursing mothers had to nurse their babies, take care of their families and meet up with post-natal care, the aforementioned job roles may be seriously demanding hence lead to a decline in productivity rates, this was also the case of many other employees, however, the research limited samples to nursing mothers as previous research decried the low work-life balance rates amongst nursing mothers especially in Nigeria. To achieve the central objective of this study, three research questions were posed. This section of the research explains the implications of the research findings to the research questions

##### **5.1.1. RO1: To Critically Examine How If at All Employee Productivity of Nursing Mothers in Nigeria Is Affected by Negative Work-Life Balance**

This Objective was derived from the research of Joo and Lee (2017), and Huang , Ahlstrom, Lee et al (2016), who noted that negative work-life balance was inimical to employee productivity as productivity significantly depended on how employees were able to manage work and life responsibilities. Overtasking and demanding jobs, absence of work flexibility, absence of leaves, wellness programme and long hours on a job, had the potential to create severe stress and pressures on employees, this can subsequently affect their mental capacities and skills and lead to low performance and job achievement. Within this research, it was discovered that productivity meant the ability to meet up to job task and meet deadlines, with the

proper quality and standards desired from employers, however absence of work-life balance severely affected productivity, stress creates a misbalance amongst individuals thus leading to the inability to use both cognitive and technical skills to the best level. This research also authenticated that good work-life balance impacted employee productivity positively, as employees were in the better state of mind, stress-free and much capable to perform task optimally, this finding implies that productivity levels can be increased if employers provide adequate opportunities for employees to effectively balance work and life responsibilities. Work-life balance should, therefore, be an essential policy amongst Human Resource Management (HRM)

#### **5.1.2. RO2: To Empirically Investigate the Impact of Work-Life Balance on Employee Turnover Rates amongst Nursing Mothers in Nigeria**

Work Institute Retention report (2019), explained that the inability to manage work-life roles was the leading cause of employee turnover rates at 12%, this is because work that puts much stress on the employee limits the ability of the employee to carry out tasks and achieve productivity, absence of productivity could further lead to an employee quitting his/her job, due to frustration or lack of active motivation. Furthermore, lack of proper work-life balance impacts the sense of the value of employees, giving them the impression that they were not important or valued by the organisation, thus they quit their job if they find jobs that offer better working conditions. This has been authenticated by the sample population of the study, this study revealed that employees were bound to change jobs if they were not provided with adequate policies that enabled them to manage but work and life, however, if an organisation puts in place standard policies that aided the employee in achieving work-life balance, there is bound to be an increase in loyalty to the organisation and a discouraging in employee turnover rates.

#### **5.1.3. RO 3: To Critically Evaluate Work-Life Balance Policies and Their Impact on Job Satisfaction amongst Nursing Mothers in Nigeria**

Due to the importance of work-life balance, many organisations have developed several schemes to enhance the ability of employees to meet-up with job and family

responsibilities some of these include flexible working hours, job sharing, use of technologies, family-friendly policies, wellness programmes, etc. this research however discovered from the study that shifts, family-friendly policies, annual leaves, day-offs and breaks were the majority of work-life balance policies in relation to the population of this study. These policies have been satisfying on the population, as it enabled them to effectively manage their work and life responsibilities thus increasing their productivity at the work-place and happiness in their family. It was a “win-win” for employees and employers, as employees get the opportunity to attend to family responsibilities, while employers gain the productivity of employees. The study also discovered the role of communication in fostering work-life balance, as with open communication employees could confidently relate to employers the best way to achieve work-life balance, in a simpler form, employees can feedback employers on the necessary steps and policies to make within the organisation that will aid in managing work and life roles. Communication is fundamental in an organisation, as open communication enhances trust, confidence, and value amongst employees.

## **5.2. Contributions and Limitations of the Study**

This study has contributed to both knowledge and the physical practice of administration. Amongst the contributions to knowledge is the discovery of the role of communication in enhancing work-life balance, communication is essential in ensuring that expected desires are conveyed and feedback is provided. In ensuring work-life balance, open communication systems provide the opportunity for employees to air their demands and how they felt concerning work-life balance, thus giving recommendations to management on the necessary things that need to be put in place to ensure an effective work-life balance. Managers who were easy to approach were more likely to hear things out from employees thus getting to know what employees’ want, which when implemented can increase employee productivity and performance

This research has also contributed by authenticating the role of work-life balance amongst employees, without good working conditions that enhance employees to meet both work and life responsibilities, employee productivity, satisfaction will be

low, which will lead to high employee turnover and negative organisational performance.

Furthermore, the research has contributed to the practice of human resource management, especially in discovering the role of communication in work-life balance, adequate communication channels should be therefore placed amongst organisations to enhance the way by which employees can tell their superiors how they want to achieve work-life balance. Also, the research has provided more insights on work-life balance and satisfaction levels amongst employees, employees that balanced work-life were satisfied, happy, contented and were less likely to quit the organisation.

The study had also recorded certain limitations; the first limitation is in its methodology i.e. the use of qualitative methods. This method does not provide for generalisation due to its small sample size which cannot be regarded as an accurate representation of the entire population. Hence, this research does not generalise its finding but tries to go in-depth by discovering details regarding employee turnover, satisfaction, and productivity. Furthermore, the timeframe for the research was short, the cross-sectional timeframe limited the researcher from getting more interviewees and thus increasing the data for the research.

The COVID-19 pandemic also served as a limiting factor for the research, as many nursing mothers became inaccessible to grant the researcher a session for an interview.

### **5.3. Recommendations for Practice**

From the findings of the study on the importance of work-life balance the following is recommended for managers and human resource practitioners:

1. Good communication channels should be established which will allow employees to air their views concerning what the organization can do to enhance employee their ability to meet up with work and life responsibilities
2. Policies that encourage work-life balance such as job flexibility, employee assistance programme, annual leaves, work shifts, etc should be encouraged

3. Workplaces should have certain facilities like creche or kindergarten schools where employees can drop their children and be rest assured that they are handled well.
4. Mental health classes, time management and how to cope with stress lectures should be delivered to employees
5. Managers should set-up work schemes that help employees have more time for themselves.

#### **5.4. Recommendations for Future Research**

Based on the limitations of this study, the following recommendations are posed for future research;

1. Further research can be conducted using the quantitative methodology, i.e questionnaires, and statistical analysis, this will enable the conduct of research that is representative and can be further used for generalisation
2. Future studies can use a longitudinal timeframe that allows longer studies to be conducted hence enhancing the quality of data collected.
3. Studies can also be carried out to study how nursing mothers personally achieve work-life balance.
4. Studies can also be conducted to investigate the impact of specific work-life policies in enhancing work-life balance.

#### **5.5. Overall Conclusion and Reflections**

This study tried to explore the relationship between work-life balance and organisational performance (employee productivity, job satisfaction, employee turnover) drawing evidence from nursing mothers in Nigeria. The results of this study revealed that work-life balance has a positive and significant impact on organisational performance. Work-life balance has become an essential part of the organisational process, as it determines the level of opportunities through which

employees can harmonise both work and life responsibilities. The research accurately points out that the value of work-life balance cannot be overemphasised as it explains life quality elements which can impact the performance of an organisation.

Most contemporary employees are looking for jobs which provides them with the opportunity to balance work and family roles, when this is attained such employees appear to be most productive and also stay longer in the organisation. Organisation that offers proper opportunities for employees to effectively balance work and life roles always gains the benefit of having more productive staff. Possessing a healthy work-life balance enhances and facilitates the employee to perform his/her task more effectively and efficiently, therefore, increasing the level of organisational performance. It is therefore prudent for managers to set working and applicable policies to enhance the ability of employees to find the appropriate balance between work and family responsibilities.

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## **Appendix A: Plain Language Statement**



### **Griffith College GBS Plain Language Statement**

**Assessment of Work life Balance on Organisational Performance: Evidence from Nursing Mothers in Selected firms in Ireland.**

**Griffith College/ Graduate Business School/ Masters in International Business Management**

**Nwokoro Michael Nkemdi**

**3015557.**

For the effective completion of this research study, the research will require conduct of open-ended Interview with possible Focus Group Discussions (FGD), the essence will be to get firsthand quality knowledge to answer the research questions.

As regards potential risks, to the best of my knowledge, the research will not pose any risk to the participant, whatever risk may present itself will not be outside the conduct of research which will effectively be addressed through abiding by research ethics. This Study will also benefit participants as it will provide frameworks and methods by which they can achieve a better work-life balance, thereby enhancing their work performance.

My advice as to arrangements to be made to protect confidentiality of data, including that confidentiality of information provided is that all data relating to the research, especially those collected directly from the participants will be kept safely using efficient data management processes. Furthermore, data should not be destroyed as it could be used as reference for further academic endeavours.

The involvement in this research by participants is purely voluntarily, no one shall be forced or coerced into providing information. Participants also may withdraw from the research at any point if they feel their security is being threatened.

For privacy/ anonymity reasons small size will be framed in a considerable manner which will not affect the privacy/anonymity of participants. Further the involvement of participants will not affect in anyway matters which concern them.

Research will be conducted following strict ethical principles, data management processes will Strictly be adhered to, however if the participants have further inquiries to make concerning the whole research process, they can kindly contact an independent person, whose contact is stated below:



**If participants have concerns about this study and wish to contact an independent person.**

**Please contact:**

***Dr Garrett Ryan,***

***Griffith College Research Ethics Committee***

South Circular Road, Dublin 8, Ireland

Mail: [garrett.ryan@griffith.ie](mailto:garrett.ryan@griffith.ie)

Tel: +353 1 4163324

## Appendix B: Consent Form

**Griffith College GBS  
Consent Form**

**Assessment of Work life Balance on Organisational Performance: Evidence from Nursing Mothers in Selected firms in Nigeria.**

**Griffith College/ Graduate Business School/ Masters in International Business Management**

**Nwokoro Michael Nkemdi**

**3015557.**

The purpose of the study is to evaluate the impacts of work-life balance on nursing mothers, with the intention of studying how it affects their performance at the workplace, further providing ways by which they can effectively manage their work and life to enhance their performance and also benefit the company they work in.

For the effective completion of this research study, the research will require conduct of open-ended interview with possible Focus Group Discussions (FGD), the essence will be to get firsthand quality knowledge to answer the research questions.


*Participant – please complete the following (Circle Yes or No for each question)*

<i>I have read the Plain Language Statement (or had it read to me)</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I understand the information provided</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I have had an opportunity to ask questions and discuss this study</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I have received satisfactory answers to all my questions</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<i>I am aware that my interview will be audiotaped</i>	<input checked="" type="radio"/> Yes <input type="radio"/> No

The involvement in this study is totally voluntarily and I may choose to withdraw (with reasonable justification) from the study at any point in time and data should not be destroyed as it could be used as reference for further academic endeavors.

For privacy/ anonymity reasons small size will be framed in a considerable manner which will not affect the privacy/anonymity of participants. Further the involvement of participants will not affect in anyway matters which concern them.

I have read and understood the information in this form. My questions and concerns have been answered by the researchers, and I have a copy of this consent form. Therefore, I consent to take part in this research project

Participants Signature: 

Name in Block Capitals: ANYANWU CYNTHIA

Witness: Chimezie Anyanwu

Date: 27/8/2020

## Appendix

## C:

## Interview

## Questions

Opening A. (Establish Rapport) My name is Michael Nwokoro, I am a student from Griffith Business college pursuing a course in International Business Management, I thought it would be a good idea to interview you.

B. (Purpose) Work-Life balance (WLB) means how an individual is able to balance both work and personal life responsibilities so they do not conflict. I would like to ask you some questions about WLB that I could understand the impact of work-life balance on nursing mothers, with the intention of studying how it affects their performance at the workplace, further providing ways by which they can effectively manage their work and life to enhance their performance and also benefit the company they work in

C. (Motivation) I hope to use this information to complete The information provided will enable me finish my dissertation which is a requirement for the award of a Msc in international Business management.

D. (Time Line) The interview will last a minimum of 45 minutes.

(Transition: Let me begin by asking you some questions about your business)

Body A. (Topic) General information

1. What is the name of your workplace?
  - i. How long have you worked in this place?
  - ii. Do you enjoy working here? If Yes Why?, if No why?
  - iii. What do you enjoy about working here?
  - iv. How many children do you have?

(Transition to the next topic: Let's move on to WLB)

1. Can you tell me about your family and job roles?

Probe:

- i. Does your work role affect your family roles? If yes how? If no Why?
- ii. How do you manage both roles?

2. What does your employer expect from you?

Probe:

- i. Has your ability to meet up with your employer's expectations made you want to stay longer in your workplace if Yes why, if no how?

3. How flexible is your work role?

Probe:

- i. Does your work offer you enough opportunity to meet family roles?
- ii. How has your work roles conflicted with family roles?
- iii. If you were offered a better job with better working conditions will you take it?
- iv. Is your answer in the above related to how well you are able to manage your work and family roles?

4. What does productivity mean to you?

Probe:

i. Does your ability to manage work and life roles affect your productivity? If Yes how if no why?

5. Do you experience pressures while trying to manage Work and Family roles? If yes can u list some of the pressures?

Probe

- i. Do these pressures affect your meeting up to work task?
- ii. Do these pressures affect your meeting up to family responsibilities?

6. How do you manage stress from your work roles?

Probe:

- i. Does stress affect your ability to meet up with task in your workplace?
- ii. Does stress affect your ability to meet up with family responsibilities?

7. Will you prefer to stay with your organisation or quit?

Probe: Does the ability to manage your work and personal life have anything to do with this?

8. What policies are put in in your workplace that enables you manage both work and life roles?

- i. How has these policies affected your ability to meetup with job roles?
- ii. How has these policies affected your ability to meetup with family roles?
- iii. Are you satisfied with these policies? If Yes why? If no why?

9. How effective if at all are the policies in your workplace in ensuring that your work and life roles are balanced?

Probe:

- i. How does your company enhance your ability to meet up with work and life roles?

10. Are there challenges you face as an employee regarding WLB?,

Probe:

i. How does your company enhance your ability to meet up with work and life roles?

10. Are there challenges you face as an employee regarding WLB?,

i. Can you explain these challenges?

ii. How have you been able to cope with these challenges in the past?

11. In what ways do you think management at your workplace can help you cope with these challenges.

12. Is there anything else you will like to say concerning Work and Life balance that has not been captured in this interview?

Well, it has been a pleasure finding out more about your business. Let me briefly summarize the information that I have recorded during our interview.)

Closing A. (Summarize) Your work at \_\_\_\_\_ You have \_\_\_\_\_ number of work experience. You have been able to manage WLB through \_\_\_\_\_.

B (Maintain Rapport) I appreciate the time you took for this interview. Is there anything else you think would be helpful for me to know so that I can successfully include in my dissertation?

C. (Action to be taken) I should have all the information I need. Would it be alright to call you at home if I have any more questions? Thanks again.

## **Appendix D: Transcribed Interview of Banker**

**Question One:** What is your occupation and Organisation?

**Response:** 'I work at a bank, called keystone bank'

**Question Two:** How long have you worked there?

**Response:** 'I have worked there for a year and two months'

**Question Three:** Do you enjoy working there and what do you love about working there?

**Response:** 'Yes, I do. I'm in the marketing department and get the chance to meet new people every day'

**Question Four:** How many children do you have and what gender?

**Response:** 'I have just one child and it's a boy'

**Question Five:** Can you tell me about your family and job role?

**Response:** 'My job role is actually quite intense and it requires my full attention, while at home my baby is barely 4 months. I also have to shuffle between work and home'

**Question Six:** Does your work affect your family role?

**Response:** 'yes, in terms of time. Time management is probably the hardest thing anyone can do and for me, balancing it is too hard. The only hope I have is my nanny and I'm not really sure what my nanny is doing. I have even considered quitting my job but then I need money'

**Question Seven:** How do you manage both roles?

**Response:** 'I can't say I have a hang of it, like I said earlier my job requires a lot of time. Even when I am at home I get a lot of customers calling to make complains and my child also needs my time. It has been really hard balancing it, but let's say I have been winging it'

**Question Eight:** What does your employer expects from you?

**Response:** 'they expect me to wear the workers clothe when I am coming in. That is a smile, commitment, consistency, they require all of that. They also need me to be energetic even though some days I may be so tire because my baby probably did not sleep all through the night, I didn't sleep all through the night, they expect me to come to work and do so much. Three months is not enough for a nursing mother'

**Question Nine:** Have your ability to meet up with your employer's expectations made you want to stay longer in your work place?

**Response:** 'It has made me want to leave my workplace because the demands are quite pressing and I have just one child. So you could imagine someone that have 2 or 3 kids. I think it is more strenuous and draining. I always said to myself that I wouldn't have my child when I'm working but unfortunately I did and I have to deal with it. I know I have thought about quitting my job a couple of times because it is really stressful and I cannot overemphasize it. Trying to meet up with the customers need and the bank needs. We also have targets that we need to meet going out of your way to meet those targets and going back home to take care of the child. It is quite though and if I got the opportunity to do something that was less stressful as the banking job, I will definitely go for it'

**Question Ten:** How flexible is your work role for you and does your work offers you enough opportunity to meet your family roles?

**Response:** 'Very inflexible and it does not offers opportunity to meet family roles. I work from 9am to 6pm or 7pm. I am also a nursing mother. I do not have time to go home. I have to put my milk my baby's bottle and out it in the fridge. It is the nanny that does the rest and sometimes my mom or sister'

**Question Eleven:** How have your work roles conflicted with your family roles?

**Response:** 'In terms of conflict, there are times I don't remember I am actually at home. I am thinking more like a worker than a mom. Also most of the time I am thinking about my work instead of my baby. Sometimes I take work home because I have to meet up deadlines and all of that is quite a hindrance to my baby and husband, because sometimes I do no give my husband the necessary attention'

**Question Twelve:** If you were offered a better job with better working conditions will you take it?

**Response:** ‘Yes, I will’

**Question Thirteen:** Are all the answers you gave above related to how well you are able to manage your work and family roles?

**Response:** ‘Yes. I have not been able to manage it very well because the time is the problem. I can’t say fully that I have been able to manage my time very well but the rest of it, I try my best to at least put a balance to it. I don’t get to travel or do a lot of things because my job doesn’t give me the time, when it is Christmas I am likely to be in the office. There is really not enough time. But what I do is at times when I get home, I switch off my phone and that has helped me to not think about the office but focus on home. So I wouldn’t say I have perfectly managed it, but I am trying my best’

**Question Fourteen:** What does productivity mean to you?

**Response:** ‘Productivity for me is simply being able to achieve certain targets you set for yourself’

**Question Fifteen:** Does your ability to manage your work and life roles affects your productivity?

**Response:** ‘Definitely it affects my productivity. Some days I go to work and come back, and I am so tired to do anything. Some things I have to do, I have to postpone them to weekend and weekends I am probably try to think of doing them. I may decide to rest a bit, but then there is the baby, house chores, going to get groceries, at the same time having to spend time with my husband and his friends. It is just a lot in one. So I am not as productive personally as I should but then work-wise, yes because I meet my targets, I have most of things in check, but then I will not say there is a full balance in my home life. I will say, we are hanging somewhere there’

**Question Sixteen:** Do you experience any kind of pressure in managing work and family roles?

**Response:** ‘The pressure is a lot. There is the mental pressure, there is the feeling of exhaustion; sometimes I feel burnt out, I feel like I have done too much and I really need to take a break. Not to say I do not love my baby, I really love my baby so much but sometimes I just need to rest. So yeah, the mental pressure from work, the feeling of exhaustion, worn-out, fatigue. I feel all of these but then what can I say. I have to keep going.’

**Question Seventeen:** Do these pressures affect the meeting up with your work task?

**Response:** ‘No, the bulk of the pressure is my work task. Taking care of my baby is something I genuinely enjoy doing but then most of my pressure comes from work. Sometimes you have a good two months when you are not thinking of meeting any targets but then there are some months that is not as good as the other months and you get quarries. So most of the pressure comes from work, things I do at home are things that I enjoy doing. Being with family makes me happy’

**Question Eighteen:** Would you prefer to stay in your present organisation or quit?

**Response:** ‘I will quit. I mean if I got paid to stay at home and take care of my baby, I will take it. I will necessarily want to quit because I would not say every job is easy but the timing has been difficult’

**Question Nineteen:** Do you think your ability to manage your work and personal life has anything to do with the fact that you want to quit your job?

**Response:** ‘Yes, I think so’

**Question Twenty:** What policies would you say your company has put in place to enable you manage both your work and life roles effectively?

**Response:** ‘I will be sincere; my company doesn’t really have so much of that. All they have is the monthly pay of 5,000 naira (about 12 Euros) monthly which is barely even enough to do anything, and then they get the opportunity to use your hospital cards in case of any emergency. But I mean that’s really all. I will prefer there was a crèche for my baby, so maybe after work I could easily go pick up my baby, but we don’t have one of that so I have to find a way by myself’

**Question Twenty-One:** How would these missing policies help you to meet up with your job roles and family roles?

**Response:** ‘I and my husband goes to work, so if I have my baby somewhere around, I will have a lot of peace of mind and I will be rest assured that my baby is not too far from me, I can go and check up on my baby when I have free time and go back to work. Half the time I am under pressure or checking my phone to find out what my baby is doing. So the tension, pressure and also trying

to please the customers who comes to the office to make requests, the policies on ground have not helped, but if these policies are implemented, I am sure that I will be more relaxed and safe.

**Question Twenty-Two:** Are you satisfied with the policies your company has put in place so far?

**Response:** ‘I am not overly satisfied, there are a few good things about it, but they can do better’

**Question Twenty-Three:** How effective if at all these policies in your work place are ensuring that your work and life roles are balanced?

**Response:** ‘If I were to do a scale of 1 to 10, I would give it a 4 because it is not really effective’

**Question Twenty-Four:** How does your company enhances your ability to meet up with your work and life role?

**Response:** ‘Not for my house. There are rewards when you meet your targets but my house is my house. I will say they really don’t care, you have to find a way to manage it yourself’

**Question Twenty-Five:** Are there challenges you face as an employee regarding life and work balance?

**Response:** ‘The biggest challenge is time management. 24 hours itself is not even enough anymore because I am up by 5am, I don’t come home till 8pm. So my biggest challenge is time management. My work can be very time consuming and it also requires emotional availability. It requires a lot. When you don’t meet up your targets, you get quarries and sometimes get yelled at by your boss, that in itself is a lot of mental pressure because you go back and begin to think about where, what and how. So when you think that much, there is the emotional part that comes with it. I would not lie to you, sometimes I break down; there are times I go to the toilet and cry. So in summary there is the mental challenge, emotional, time management and generally just having time. Because with this job I am trying to manage my home, I have forgotten that I am an individual and I also need to be taken care of. So there are situations where I breakdown, I fall ill too just because I am trying to put my best foot forward in both areas of my life’

**Question Twenty-Six:** How have you been able to cope with these challenges in the past?

**Response:** ‘Honestly, the first thing on my list is prayer, the second is my family understands and I have a loving and caring husband who definitely understands and when I am unable to come home on time, he is probably back before me, puts the baby to bed and some days he just runs me hot water and I just come home to relax. Thirdly, I have beautiful colleagues that I am always willing to share my problems with and when they have suggestions they will tell me and just telling myself that there are certain things I want to achieve, so I keep pushing myself to do better. I am not where I want to be, but I am not where I used to be’

**Question Twenty-Seven:** In what ways do you think the management at your work place can help you cope with these challenges?

**Response:** ‘They can start by changing the working time and be strict about it. Because they say 9am – 5pm but people are in the office till 7pm. Nigeria is not even all that safe, there are situations where you get robbed. So put a strict measure. The reward system is good, but at the same time, there are better rewards. Then again the allowance (5,000 naira) that they give my child is too small; they can increase it to 15,000 or 20,000 naira. So if they can put all these measures in place, especially the time. It should take off tension. Then the lack of privacy, that is, this online meeting. Since the whole Covid-19 pandemic, there are zoom meetings and there is nothing like privacy anymore because they can call at any time. There is supposed to be a ‘one day on, on day off’ schedule but unfortunately the branch I work at don’t do it, which is not proper because right now there is a policy of staying at home. So I would be able to do my work from home since my work doesn’t necessarily require me to be physically available at the office and that week I can take care of my family while the next week I am back. It gives me time to relax. So if my management can understand that my job doesn’t no necessarily require me to be physically available, they can implement policies like coming to work three times a week. That is a fair deal’

**Question Twenty-Eight:** Is there anything else you will like to say about work and life balance that I have not captured in my interview?

**Response:** ‘So I feel like work-life balance is a thing of the mind. A lot of people knows how to handle this, but a majority are not handling it well majorly because certain measure have not been put in place and some things are just new to some people, I mean having a baby is new to me, when I was single or just married, it was a lot easier but now with a baby it is a whole new dimension entirely. I believe that with time I will be able to balance the whole work and family.

Companies should do better and like my earlier suggestion, they can do the 3 days a week routine and also a better reward system. Finally, they can give your some time to yourself and that will be very much appreciated by working mothers’.



## Appendix E: Work Institute Report

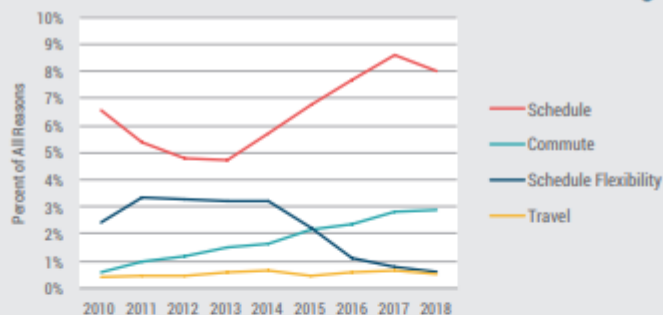
### CATEGORY #2 WORK-LIFE BALANCE

#### 12 OUT OF 100 QUIT FOR WORK-LIFE BALANCE

- ↑ Work-Life Balance is the second most cited category for turnover, and has trended up 20% since 2013.
- ↑ Commute, as a reason for leaving, has seen an increase of 403% since 2010.
- ↓ Schedule flexibility, while showing a decrease from 2017, remains high as a reason for leaving.

**WORK-LIFE BALANCE  
HAS TRENDLED UP  
20% SINCE 2013.**

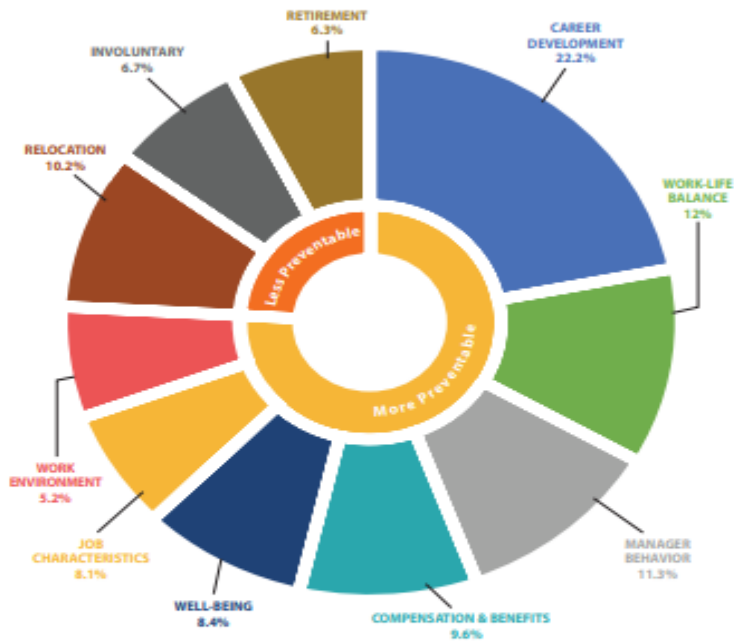
**Trends in Work-Life Balance Reasons for Leaving**



**AS THE DEMAND FOR WORKERS  
CONTINUES, EMPLOYERS MUST LISTEN TO  
EMPLOYEES AND UNDERSTAND HOW THE  
ORGANIZATION CAN REVISIT SCHEDULING  
PRACTICES AND POLICIES.**

Reason for Leaving	Reason as a Percent of Theme	Percent Change Since 2010
Schedule	66.5	22.3
Commute	24.6	403.0
Schedule Flexibility	4.8	-75.0
Travel	4.2	21.4

## TOP 10 CATEGORIES FOR LEAVING IN 2018



TO IMPROVE EMPLOYEE RETENTION, ORGANIZATIONS MUST IDENTIFY AND IMPLEMENT DATA ALIGNED INTERVENTIONS

### MORE OR LESS PREVENTABLE – WHAT IS AND WHAT IS NOT CONTROLLABLE?

Work Institute employee turnover themes are categorized as **more preventable** or **less preventable**. We found that 76.8% of turnover was more preventable as compared to the 23.2% that was less preventable.

77% OF THE REASONS EMPLOYEES QUIT COULD HAVE BEEN PREVENTED BY THE EMPLOYER

